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Pt. 2  
Sec. 2

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# HISTORY OF AFHQ

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## PART TWO

DECEMBER 1942 — DECEMBER 1943

SECTION 2



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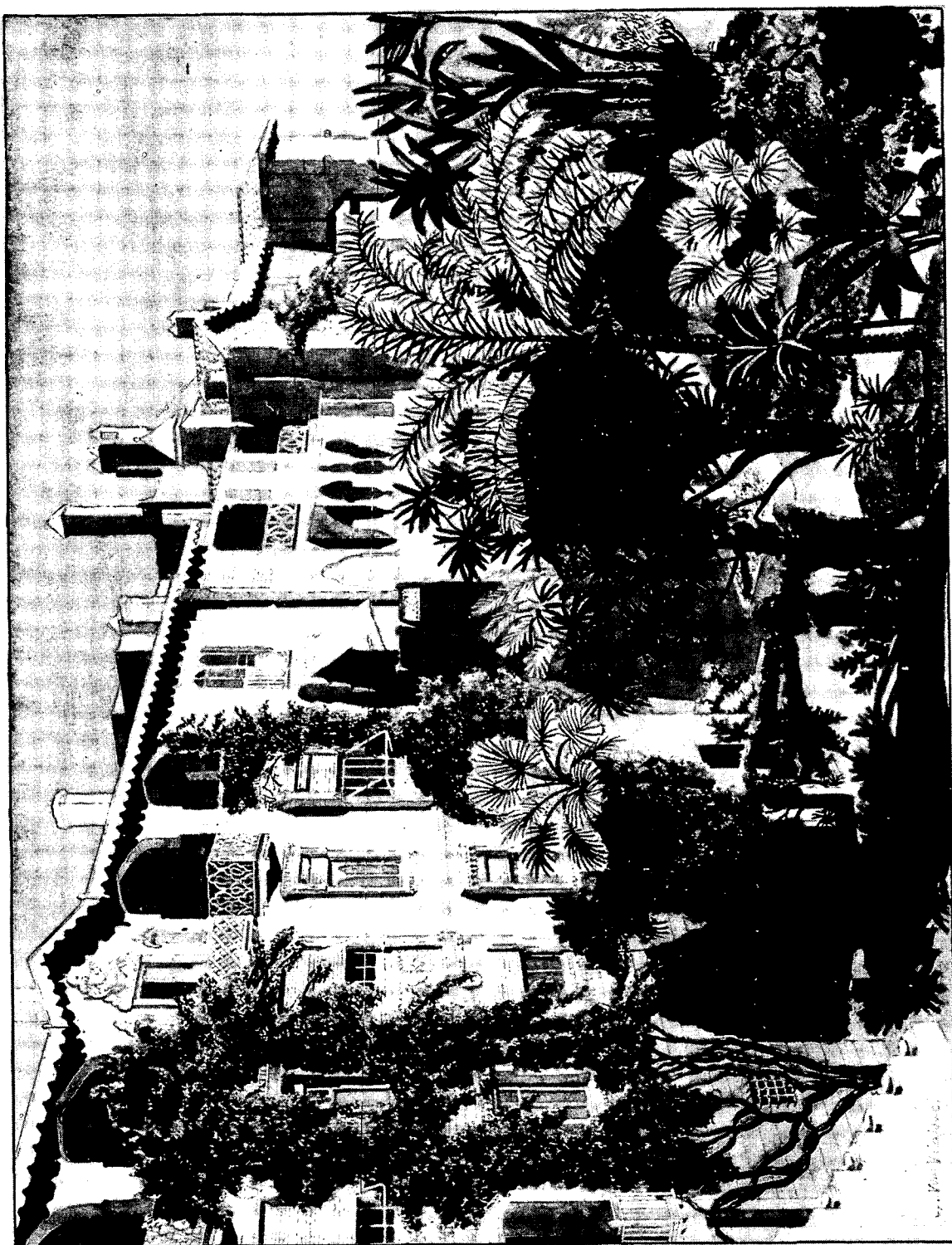
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*Allied forces.*

HISTORY OF  
ALLIED FORCE HEADQUARTERS  
AND  
HEADQUARTERS NATOUSA

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St. George Hotel  
ALGIERS

Location of  
AFHQ

November 1942  
to  
July 1944

PART II

PERIOD

of the

TUNISIAN, SICILIAN, AND SOUTH ITALIAN CAMPAIGNS

(December 1942 to December 1943)

SECTION 2

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## Chapter VII

### REORGANIZATION OF AFHQ IN 1943

The first quarter of 1943 was an important period of reorganization within AFHQ. The most outstanding factors necessitating changes were: (1) the transfer of considerable British staff personnel from 1st Army and the UNITED KINGDOM to AFHQ, (2) the establishment of a separate and parallel American theater command (NATOUSA) at AFHQ, and (3) the broadening and increasing of the functions of AFHQ, as the Tunisian campaign progressed and preparations developed for the campaigns in ITALY.

The effects of reorganization were found particularly among and within the staff sections. Some staff sections were consolidated in old sections; others were joined to form new sections; entirely new sections were established in many instances; and several were transferred to new headquarters, such as NATOUSA. There were also abolitions, transfers, and establishments of subsections within staff sections as well as the organization of joint committees, boards, planning staffs, and joint conferences. All these changes led inevitably to an increase of personnel and of units serving this personnel.

As AFHQ grew and came to command army groups, armies, air forces, and navies, it began itself to assume in miniature many of the aspects of a war department. The unique experience through which AFHQ and its unified Allied command were going in NORTH AFRICA made



these also examples for study in the creation of Allied combined headquarters in other theaters. The War Department in 1943 was considering the establishment of a joint army--navy staff for the Central and South Pacific area and cabled that AFHQ should submit

full data as to the integration of army, navy, and air staff personnel in your planning and operational staffs. This should include such Allied personnel who function as members of these staffs. Request your reply by radio be amplified and clarified by dispatch of organizational chart with least practicable delay.<sup>1</sup>

In compliance with this request a cable, summarizing the command and staff organization of AFHQ, was dispatched on 1 August 1943 and is here quoted in part because it gives such a concise and yet comprehensive official description of AFHQ in this period:

a. COMMAND: Eisenhower occupies dual capacity as C-in-C Allied Forces and American Theater Commander. He exercises his command functions as follows:

(1) With Navy (RN and USN) through C-in-C Mediterranean.

(2) With Air (RAF and AAF) through C-in-C MAC.

(3) With Ground Forces and task forces through General Staff AFHQ.

b. CO-ORDINATION BETWEEN ARMY, NAVY, AND AIR effected as follows:

(1) Heads of major staff divisions of AFHQ exercise general co-ordination and supervision over corresponding staff divisions of Naval and Air staffs.

(2) Joint Planning Staff, composed of representatives from planning staffs

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1. Cable No 3465, WD to AFHQ, 27 July 43. Min of CofS Conference No 77, 30 July 43 (SGS AFHQ file: CofS Conf).

of AFHQ and Naval--Air staffs, functions as a supporting agency of G-3 AFHQ. The organization, membership, and duties of this JPS parallel closely those of the JPS in the CCS organization, except that its recommendations are processed through G-3 AFHQ to C-in-C.

(3) CofS AFHQ presides at a Chief of Staff Conference with the Air and Naval Chiefs of Staff, G-2, and G-3, which sits every morning. This is strictly a tactical conference for the co-ordination of air, naval, and ground power and particularly to co-ordinate the employment of the strategic air forces under the policies outlined by the C-in-C.

c. ORGANIZATION AND PROCEDURE:

(1) General Staff AFHQ. The WD General Staff organization and procedure is the basis for the organization and procedure used in AFHQ. Modifications to meet conditions peculiar to this theater have been made and certain modifications will be necessary in any other theater where Allied forces operate.

The principal modifications in this theater are: The CofS is assisted by two deputies. One DCofS is charged with the general co-ordination of tactical matters (i.e., with G-2 and G-3 functions).

The other DCofS (CAO) is charged with the co-ordination of supply matters. Under him function G-1 and G-4 (combined British and American). As the supply DCofS is also the British CAO, he is charged with the administration of British personnel and in this capacity deals directly with the WO.

Special staff sections operating directly under this CofS have been organized to handle military government, French rearmament, and other special problems.

Co-ordination between Army, Navy, and Air is effective through the medium of the JPS previously mentioned and through the staffs of the C-in-C Med, C-in-C MAC, General Staff AFHQ, and staffs of task forces for operations.

d. PERSONNEL: Throughout the GS AFHQ both British and American staff officers are

integrated with the principal sections and subsections so that, in general, the principal sections will be composed of both British and American officers. In those subsections where specialized knowledge of organization, technique, and procedure is necessary, the selection of personnel, British and American, is made from the best qualified source without regard to nationality or rank and without regard to maintaining an equal division of nationalities.

In those sections which deal with administration and supply matters it is necessary to some extent to duplicate personnel and to parallel functions, since the American channel goes back to WASHINGTON and the British channel to LONDON.

e. AMERICAN THEATER FUNCTIONS: The C-in-C exercises his functions as Theater Commander through the Deputy Theater Commander NATOUSA. NATOUSA handles purely American personnel, supply, and disciplinary matters and in this sense parallels the functions of the British CAO mentioned above.<sup>2</sup>

To "amplify and clarify" the cable, it was decided to prepare a series of charts for the War Department, and a committee for that purpose, consisting of three American and three British officers, was established with Brigadier General William C. Crane (A), Deputy ACoS G-3 AFHQ, as President.<sup>3</sup> This Committee came to be known familiarly as the Crane Committee and its report as the Crane Report. The results of its labors also proved to be invaluable for the history of AFHQ in 1943.

The Crane Committee was instructed:

a. To establish the broad principles which experience in AFHQ has shown to be those on which a US--British inter-Allied headquarters should be organized.

---

2. Cable No W6285, AFHQ to WD, 1 Aug 43.

3. AFHQ SO No 117, 4 Aug 43.

b. To illustrate these principles where practicable by organizational charts.

c. To define the functions and responsibilities of NATOUSA and its relation to AFHQ, illustrating by chart as far as possible.<sup>4</sup>

Three meetings of the Committee were held in August, and finally the Crane Report was submitted on 28 September 1943. It contained for the War Department and the War Office a more detailed description of AFHQ than had previously been sent by cable to the War Department and included seventeen command and staff section charts. Copies of these seventeen charts, together with forty-four charts of other sections, were also retained for use at AFHQ.<sup>5</sup> These charts, with some modifications and corrections, are the bases for many of the organizational charts shown in this history.

Such introspective exercises likewise led to the commemoration of the first anniversary of AFHQ. At a Chief of Staff Conference of 30 July 1943 it was decided that:

Representatives of the CofS, DCoS, and CAO will formulate plans for a first anniversary celebration of Allied Force Headquarters on August 11th.<sup>6</sup>

An anniversary dinner was held with many of the original American and British officers present, and a commemorative booklet was issued containing reminiscent doggerel verse in a light vein of which the following quatrains

---

4. Memo, CofS to Gen Crane, 4 Aug 43 (SGS AFHQ file: 060-4).

5. Crane Report, with Appendices and Charts, to CofS AFHQ, 28 Sep 43 (SGS AFHQ file: 060-4).

6. Min of the CofS Conf No 77, 30 July 43 (SGS AFHQ file: CofS Conference).



Aerial Photograph  
of the  
St. George Hotel  
ALGIERS

are samples:

They came, these men, from near and far,  
By plane, by ship, by motor car,  
To LONDON, ENGLAND, in 'Forty-Two  
To map campaigns across the blue.  
. . . . .

Upon the Staff, which slowly grew,  
Were men from IRELAND, TIMBUCTU,  
And SCOTLAND, WALES, and LONDON-TOWN,  
From ARKANSAS came "Quinny" Brown.<sup>7</sup>  
. . . . .

Our Chief of course was General "Ike",  
Whom everyone at once did like,  
Who gave wise counsel and, as well,-  
If need be, just a bit of hell!  
. . . . .

Under his kindly guiding light  
The Staff, it worked 'till late at night,  
And often you'd see groups, or one,<sup>8</sup>  
Work right on through to morning sun.

The verses were not composed with an eye to historical accuracy, but in them is reflected the real story of personnel brought together from many scattered parts of the world, of hard work well done, and of competent leadership inspiring men.

This chapter deals with the AFHQ reorganization at the staff level. The succeeding twelve chapters (VIII-XIX) will contain brief accounts of the reorganization within the individual sections and boards.

#### 1. Chiefs of Staff, AFHQ and NATOUSA

Major General Walter B. Smith (A) served as Chief of Staff of AFHQ during the entire year of 1943. From 4 to 15 February 1943 he was also the Chief of Staff of

---

7. Major Robert Q. Brown of Hq Comd.

8. Booklet entitled: To the Staff of Allied Force Headquarters, Anniversary Celebration, 11 Aug 43.

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9  
NATOUSA.

Colonel Elbert L. Ford (A) was appointed as Chief  
of Staff of NATOUSA on 15 February 1943<sup>10</sup> and continued  
in that assignment during the remainder of 1943. He  
was promoted to the rank of brigadier general on 2 June  
1943.<sup>11</sup>

On 24 December 1942 the practice of holding regular  
AFHQ Chief of Staff Conferences was instituted. These  
were to be held at noon on Mondays, Wednesdays, and  
Fridays and were to be attended by the

Chief of Staff

Deputy Chiefs of Staff

Deputy Theater Commander (NATOUSA)

Chief of the Naval Staff (NCXF)

Assistant Chief of Staff, Air

Chief Administrative Officer

Secretary, General Staff

Assistant Chief of Staff G-1

Assistant Chief of Staff G-2

Assistant Chief of Staff G-3

Assistant Chief of Staff G-4 (Supply)

Chief of G-4 (Movements & Transportation) Section

Adjutant General

Chief of Civil Affairs Section

Chief of Military Government Section

Chief of Engineer Section

---

9. AFHQ GO No 18, 14 Feb 43. NATOUSA GO No 6. 14  
Feb 43.

10. NATOUSA GO No 6, 14 Feb 43.

11. WD SO No 160, 9 June 43, par 1.

Chief of Public Relations Branch (INC)

Chief of Signal Section

Chief of Joint Rearmament Committee

These regular members were also permitted to bring such assistants and members of the special staff as they considered necessary.<sup>12</sup>

Daily Chief of Staff Conferences, consisting of Air and Naval C'sofS, CAO, ACofS G-2, and ACofS G-3, were likewise held. In these the members exchanged information on detailed intentions, plans, and developments in operations, especially of those operations of each service which affected the others. This practice served to remove points of friction or faulty co-ordination.<sup>13</sup>

In November 1943 the tri-weekly Chief of Staff Conferences were discontinued.<sup>14</sup>

## 2. Deputy Chiefs of Staff, AFHQ

Brigadier General Alfred W. Gruenther (A) continued to serve as the American Deputy Chief of Staff (AFHQ) until 6 January 1943.<sup>15</sup> He was promoted to the rank of major general on 4 February 1943.<sup>16</sup>

Brigadier J. F. M. Whiteley (B) likewise continued to serve as British Deputy Chief of Staff (AFHQ) for the entire year of 1943. He was especially charged with

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12. AFHQ Staff Memo No 56, 24 Dec 42. AFHQ Organizational Charts, 10 Nov 43, par 21.

13. AFHQ Organizational Charts, 10 Nov 43, par 20.

14. AFHQ Staff Memo No 88, 26 Nov 43.

15. AG AFHQ Ltr to Brig Gen Gruenther, 6 Jan 43 (AG AFHQ file: 201-O-A. M. Gruenther).

16. WD SO No 46, 15 Feb 43, par 1.



the co-ordination of G-2 and G-3 Sections. <sup>17</sup> Brigadier  
Whiteley was promoted to the rank of major general on  
<sup>18</sup>  
20 February 1943.

Upon the departure of General Gruenther, Major General Sir Humfrey M. Gale (B), the Chief Administrative Officer at AFHQ, became in practice a Deputy Chief of Staff with his special responsibility, as previously, the supervision and co-ordination of G-1 and G-4 matters. <sup>19</sup> General Gale was promoted to the rank of lieutenant general on 9 August 1943. <sup>20</sup>

### 3. Secretary, General Staff

a. Secretaries, General Staff. Colonel Lecount A. Slocum (A) continued to serve as Secretary, General Staff until 8 December 1942 <sup>21</sup> when he was succeeded by Colonel Dan Gilmer (A) who remained in this assignment throughout 1943.

b. Changes in Functions. The additional functions assumed by the Office of Secretary, General Staff were largely an elaboration of its duties concerning records, statistics, and visitors as defined in the earlier period of 1942. These more detailed functions

- 
- 17. Cable No W6285, AFHQ to WD, 1 Aug 43.
  - 18. AFHQ GRO No 157, 16 Apr 43, app A.
  - 19. Cable No W6285, AFHQ to WD, 1 Aug 43. Memo, Lt Col Dalton to Lt Col Johnston, 11 Aug 43 (Log Plans AFHQ file: Log F 58). AFHQ Organizational Charts, 10 Nov 43, par 9.
  - 20. The Quarterly Army List (B), Apr 44, pt I, p 202b.
  - 21. AFHQ Ltr Order, 8 Dec 42. Cable, WD to AFHQ, 5 Dec 42.

were:

(1) To direct and supervise the SGS Statistical Subsection whose responsibilities were:

(a) To maintain such over-all statistics as were required by the American general and special staff sections and British staff branches and services at AFHQ, i.e., basic staff data.<sup>22</sup>

(b) To obtain as required from the appropriate source, American or British, any statistical data required by the Chief of Staff.<sup>23</sup>

(c) To prepare maps and charts for the C-in-C, CofS, and DCofS.<sup>24</sup>

(2) To keep the C-in-C, the Chief of Staff, the Deputy Chief of Staff, the Chief Administrative Officer, and the heads of staff sections concerned informed of the general logistical situation throughout the Theater. This information should include: (a) strength and equipment, (b) maintenance position, (c) movement data, (d) French rearmament.<sup>25</sup>

(3) To direct and supervise the AFHQ Message Center.<sup>26</sup>

---

22. AFHQ Staff Memo No 34, 14 Apr 43. Crane Report, Chart No 5, 28 Sep 43. Draft History of SGS AFHQ, pp 6-7.

23. Ibid.

24. Statement by Maj Jacques of G-3 Org (B), 18 Jan 45.

25. See footnote 22 above.

26. Crane Report, Chart No 5, 28 Sep 43. Draft History of SGS AFHQ, p 8.

(4) To direct and supervise the AFHQ  
Historical Section whose responsibilities  
27  
were:

(a) To insure, through the AG AFHQ  
and the DAG 2nd Echelon, the required  
submission of battle and engagement re-  
ports by American units in the Theater  
and war diaries by British units in the  
Theater.

(b) To arrange through the Liaison  
Section for the receipt of necessary re-  
ports from the French to satisfy the  
needs of the War Department and the War  
Office.

(c) To draft the C-in-C dispatches  
on operations carried out by land, naval,  
and air forces in the Theater. These  
(historical) dispatches were to be com-  
piled by phases and after consultation  
with the C-in-C Mediterranean and the Air  
C-in-C Mediterranean.

(d) To prepare operational mono-  
graphs as envisaged by the Historical  
28  
Branch of the War Department.

(e) To co-ordinate all historical  
activities at AFHQ with those of the His-

---

27. AFHQ Staff Memo No 46, 8 June 43; and No 78,  
6 Oct 43. Crane Report, Chart No 5, 28 Sep 43. Draft  
History of SGS AFHQ, pp 9-10.

28. Crane Report, Chart No 5, 28 Sep 43.

torical Branch of the War Department.

(5) To act on cables from the War Department and the War Office concerning requests for visitors to enter the Theater and to consult the staff section most concerned with the prospective visitor before decisions were made.<sup>30</sup>

(6) To maintain and supervise an office of temporary record for the C-in-C, the Chief of Staff, and the Deputy Chief of Staff.<sup>31</sup>

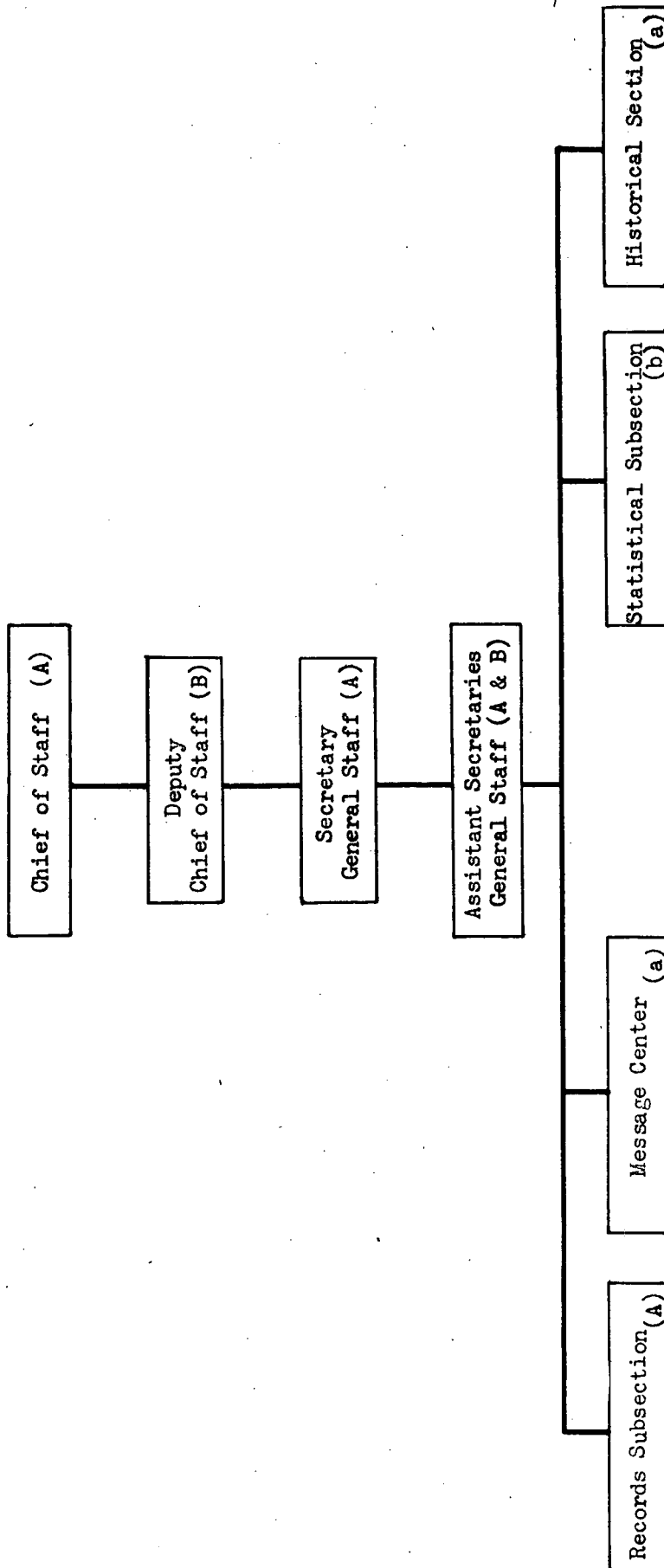
(7) To train secretaries and executives for general and special staff sections.<sup>32</sup>

c. Organization of the Office of Secretary, General Staff. Following the elaboration of its basic functions in 1943, the organization of the Office of the Secretary, General Staff of AFHQ developed in the manner shown in the chart on the next page.<sup>33</sup>

d. Personnel. On the American Tables of Organization and the British War Establishment the authorized personnel of the offices of the Chief of Staff, Deputy Chief of Staff and Secretary, General Staff are combined. The authorized personnel strength of these offices is shown in the following table at the date nearest November 1943 (depending on the availability of records):

- 
- 29. Ibid.
  - 30. AFHQ Staff Memo No 64, 15 July 43.
  - 31. Crane Report, Chart No 5, 28 Sep 43.
  - 32. Ibid.
  - 33. This chart, with some modifications, is based upon the Crane Report, Chart No 5, 28 Sep 43.

ORGANIZATION OF THE OFFICE OF THE SECRETARY, GENERAL STAFF, AFHQ  
September 1943



NOTE:  
(A), (B) Indicate that the whole office or subsection is either American or British.  
(a), (b) Indicate that the office or subsection is mixed but headed by an American or British officer.

<u>OFFICERS</u>					<u>ENLISTED MEN</u>				
	Am	Br				Am	Br		
Ranks	Nov*	Nov#	Oct <sup>x</sup>	Dec <sup>©</sup>	Ranks	Nov*	Nov#	Oct <sup>x</sup>	Dec <sup>©</sup>
	42	43	42	43		42	43	42	43
Gen &					M/Sgt		2		
Col	4	3	1	2	T/Sgt	2	8		
Lt Col	2	4	1	1	S/Sgt		13		
Maj	2	8		3	Tec 3	2	5		
Capt		7		1	Sgt		9		
1st Lt		3			Tec 4	5	29		
Totals:	8	25	2	7	Cpl		6		2
					Tec 5	3	17		
					Pfc	4	4		
<u>WARRANT OFFICERS</u>									
CWO				1					
WOJG	1	5							
Totals:	1	5		1		16	93	0	2

	<u>1942</u>	<u>1943</u>
Total Americans:	25	123
Total British :	2	10 <del>0</del>
COMBINED TOTALS:	27	133

#### 4. New British Staff Sections (Branches and Services)

The establishment of new British staff branches and services can not be dated by any uniform method. Some were dated by their physical transfer from Headquarters 1st Army where they had served in the nature of an AFHQ increment; others were dated from the posting of their

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\* From Table of AFHQ Personnel, 19 Nov 42, in envelope at back of G-1 MTOUSA file: T/O AFHQ Old.  
 # SGS and CofS T/O of 28 June 43 (AG NATOUSA file: AG 200.3/130 A-0; and G-1 MTOUSA file: T/O D/C of S AFHQ).  
 x AFHQ WE (B), wef 12 Oct 42 (VIII/374/1).  
 © AFHQ WE (B), wef 1 Dec 43 (XII/1/4); and (AG AFHQ file: 321-1 (AFHQ)).  
 ¶ The British other ranks in the Message Center of SGS were still shown in 1943 on the WE for AG AFHQ. (Statement of Lt Col Pfeiffer, SGS, 7 Jan 45.)

chief; others from the authorization of their war establishment; and still others from their separation from another branch or service. As determined by one or another of the above methods, the following British staff sections (branches and services) were established at AFHQ during the year 1943:

Office of Deputy Judge Advocate General (13 Nov 42)<sup>34</sup>

Office of Assistant Provost Marshal (B)  
(13 Nov 42) changed to Deputy  
Provost Marshal (29 July 43)<sup>35</sup>

Logistical Plans Section (B) (19 Dec 42)<sup>36</sup>

Q Maintenance (G-4 British) (1 Jan 43)\*

Works Service (B) (1 Jan 43)\*

Labour Service (B) (1 Jan 43)\*

Inspector of Fire Services (B) (1 Jan 43)\*

Salvage Service (B) (1 Jan 43)\*

Ordnance Service (B) (1 Jan 43)\*

Royal Electrical and Mechanical Engineering  
Service (B) (1 Jan 43)\*

Transportation (B) (1 Jan 43)\*

Veterinary and Remount Services (B) (1 Jan 43)\*

Supply and Transport Service (B) (1 Jan 43)\*

Catering Advisor (B) (1 Jan--12 Mar 43)<sup>37</sup>

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34. D/MS AFHQ, Records of Officers: MD/SAG/AS/M, 9 Nov 42.

35. Ibid., 112/MS/2796 AG 178, 6 Nov 42. Ibid., 119/MS, 30 Nov 43.

36. CAO Memo D/320, 19 Dec 42.

\* Branches and services marked by asterisks are those which were formed before the invasion and which took up their duties at ALGIERS on about 1 Jan 43, drawing personnel from the 1st Army increment and from the UNITED KINGDOM.

37. On 12 Mar 43 the Catering Advisor was placed under the Director of Supply and Transport. GRO Serial 7, No 95, 12 May 43.

Claims and Hirings Services (B) (1 Jan 43)\*

Pay Services (B) (1 Jan 43)\*

Army Postal Services (B) (1 Jan 43)\*

Chaplains Service (B) (1 Jan 43)\*

Office of Deputy Military Secretary (B)  
(13 Feb 43)<sup>38</sup>

Printing and Stationery Services (B)  
(22 Feb 43)<sup>39</sup>

Office of "Union Jack" (B) (13 Mar 43)<sup>40</sup>

Education Service (B) (9 May 43)  
The Chief Education Officer (B)  
was attached to G-1 (B), and on 30  
September 1943 a subsection, A-5, of  
G-1 (B) was established to control  
British educational matters in the  
Theater.<sup>41</sup>

Army Kinema Service (B) (20 May 43)<sup>42</sup>

Office of Banking and Currency Advisor (B)  
(20 May 43)<sup>43</sup>

Q Army Equipment (G-4 British) (15 July 43)<sup>44</sup>

Broadcasting Section (B) (10 Nov 43)<sup>45</sup>

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38. D/MS AFHQ, Records of Officers, GRO 16/43, 13 Feb 43.

39. Ibid., G-1 B/1002/7/A1, 3 Mar 43.

40. WE Committee Meeting No 8, 13 Mar 43, became a subsection of Army Welfare Services on 23 Nov 43. Ltr, CAO to All Concerned, 26 Jan 44 (G-1 (B), AFHQ file: G-1/B/1003/333/A1).

41. G-1 (A-5) (B) AFHQ file: G-1/B/4012/2/Edn, 9 May 43. Min of WE Com AFHQ, Mtg No 42, 30 Sep 43.

42. WE Committee Meeting No 22, 20 May 43, became a subsection of Army Welfare Services on 23 Nov 43. Ltr, CAO to All Concerned, 26 Jan 44 (G-1 (B) AFHQ file: G-1/B/1003/333/A-1).

43. D/MS AFHQ, Records of Officers, G-1/B/5430/16/MS, 28 May 43.

44. AFHQ Staff Memo No 67, 19 July 43.

45. D/MS, Records of Officers, GRO 8/44, 10 Nov 43. Broadcasting became a subsection of Army Welfare Services on 23 Nov 43. See Ltr, CAO to All Concerned, 26 Jan 44 (G-1 (B) AFHQ file: G-1 (B) 1003/333/A-1).



5. Rearrangement of American Staff Sections  
with the Activation of NATOUSA

Upon the establishment of NATOUSA on 4 February 1943 the staff arrangement suggested an imperium in imperio. In AFHQ the Americans had already been represented, as far as staff organization was concerned, by components in the integrated and combined sections and by separate American special sections. Upon the establishment of NATOUSA there was at first a separate NATOUSA command without any newly activated separate staff sections. To bridge the transition to a parallel American theater headquarters, the first NATOUSA general order provided that:

The senior United States Army officer of each general and special staff section, Allied Force Headquarters, is hereby detailed, in addition to his other duties, as chief of the corresponding section of the Headquarters of the North African Theater of Operations, United States Army.<sup>46</sup>

The difficulties involved in the dual functions of the American components of AFHQ staff sections were revealed in a memorandum from General Hamblen to the special staff sections supervised by G-4:

It should be remembered, General Hamblen wrote, that for the present and perhaps for some time to come special staff officers in ALGIERS will be required to work in a dual capacity, sometimes representing the Theater and sometimes AFHQ. This is a consequence of the limited facilities. Therefore, officers must be aware which hat they are wearing when they function.<sup>47</sup>

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46. NATOUSA GO No 1, 4 Feb 43, sect V.

47. Memo, Gen Hamblen to senior American officers of special staff sections, AFHQ, supervised by G-4, 2 Mar 43: quoted from Historical Record, Office of Chief of Transportation, US Army, 31 Oct 43, sect II, par 7.

Such a hat-doffing situation presented obvious difficulties, which, in turn, led to the formulation of plans for the segregation of some American sections, where possible, from AFHQ and to the definition of the relations with NATOUSA of those sections remaining with AFHQ. The first section to be transferred in toto from AFHQ to NATOUSA was the American component of G-1, which became G-1 NATOUSA on 15 February 1943.<sup>48</sup> Next came the separation of AG NATOUSA from AG AFHQ with the appointment of Colonel Harold V. Roberts as AG NATOUSA on 10 April 1943.<sup>49</sup> The AG Section of NATOUSA was not actually separated, however, until 25 April when the AG AFHQ obtained a separate table of organization.<sup>50</sup>

At this point the separation and transfer problem began to be attacked as a whole rather than piecemeal. General Sawbridge of G-1 NATOUSA, General Davis of AG AFHQ, and Colonel Roberts of AG NATOUSA, all submitted differing detailed recommendations on the manner of re-organization.<sup>51</sup> As a result of such deliberations an omnibus general order was issued on 8 May 1943 detaching, transferring, constituting, and co-ordinating many sections of AFHQ and NATOUSA. The American components of the G-2 and G-3 sections of AFHQ were relieved of additional duties with NATOUSA.<sup>52</sup> The following Amer-

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48. NATOUSA GO No 6, 15 Feb 43, sect V.

49. Ibid., No 21, 10 April 43.

50. AG AFHQ Report, c. 1 May 43, p 30.

51. Memo, Gen Sawbridge to Gen Hughes, 25 Apr 43 (G-1 MTOUSA file: T/O Hq MTOUSA). Memo, Gen Davis to Gen W. B. Smith, 29 Apr 43 (AG AFHQ file: 323.35-1). Memo, Col Roberts to Gen Hughes, 24 Apr 43 (AG NATOUSA file: 321-87).

52. NATOUSA GO No 28, 8 May 43, sect I.

ican sections were transferred from AFHQ to NATOUSA:

Finance Section  
 Claims Section  
 Inspector General Section  
 Special Service Section  
 Judge Advocate Section  
 Chaplain Section  
 Provost Marshal General Section  
 Transportation (US) Section

In addition to those transferred to NATOUSA, the following sections were made newly constituted sections of  
 54  
 NATOUSA:

G-2 Section (NATOUSA)  
 G-3 Section (NATOUSA)  
 G-4 Section (NATOUSA)#  
 Engineer Section (NATOUSA)#  
 Signal Section (NATOUSA)  
 Medical Section (NATOUSA)#  
 Ordnance Section (NATOUSA)#  
 Chemical Warfare Section (NATOUSA)#  
 Quartermaster Section (NATOUSA)#  
 Antiaircraft Section (NATOUSA)#  
 Liaison Section (NATOUSA)#  
 US Mail and Prisoner of War Censorship Section  
 (NATOUSA)

Certain American activities and components in AFHQ com-

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53. Ibid., sect II.

54. Ibid., sect III.

# These sections did not exist in 1943 as separate NATOUSA sections. They consisted of the American components of the corresponding AFHQ sections which served both AFHQ and NATOUSA.

bined sections and boards were left intact with AFHQ but were co-ordinated, on their American side, with general staff sections of NATOUSA as indicated in the following list:

Civil Affairs Section (AFHQ) with G-1 (NATOUSA)  
Petroleum Section (AFHQ) with G-4 (NATOUSA)  
Civil Defense Section (AFHQ) with G-3 (NATOUSA)  
Psychological Warfare Branch of INC (AFHQ) with G-1 (NATOUSA)  
NAEB (AFHQ) with G-1 and G-4 (NATOUSA)  
NASBO (AFHQ) with G-4 (NATOUSA)

Subsequent to this general order the following additional NATOUSA staff changes were made:

a. The US Mail and POW Censorship Section was abolished on 13 June 1943, and its activities were thereafter handled by G-2 NATOUSA.

b. Civil Defense Advisor Section was established on 20 June 1943 but was transferred to PAD and CD Section AFHQ on 19 November 1943.

c. The Army Exchange Service Section was established on 6 July 1943.

d. The Joint Rearmament Committee was transferred from AFHQ to NATOUSA on 7 August 1943.

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55. Ibid., sect IV.

56. NATOUSA GO No 40, 13 June 43.

57. NATOUSA GO No 42, 20 June 43. NATOUSA SO No 287, 19 Nov 43.

58. NATOUSA Cir No 130, 6 July 43.

59. NATOUSA GO No 74, 7 Aug 43.



St. George Hotel  
and Environs  
ALGIERS

- (1) St. George Hotel:  
Main building of  
AFHQ
- (2) Hotel Alexandra:  
Location of AG,  
MGS, Liaison  
Section, and JRC
- (3) Location of Head-  
quarters NATOUSA

e. A separate "Stars and Stripes" Section<sup>60</sup> was established on 26 August 1943.

This was discontinued as a separate staff section on 18 September 1943 and its activities were put under the control of the Publications Subsection of G-1 NATOUSA.<sup>60</sup>

6. Changes in AFHQ Staff Sections other than British and NATOUSA

Only one of the special staff sections existing in 1942 was discontinued in 1943. That was the Public Relations Section, which was transferred to the new Information and Censorship Section on 5 January 1943 to become its Public Relations Branch.<sup>61</sup>

The following special staff sections were established at AFHQ and Hq NATOUSA between 1 December 1942 and 1 December 1943:

Liaison Section (4 Dec 42)<sup>62</sup>

Civil Defense Advisor Section (AFHQ) (13 Dec 42)<sup>63</sup>

Provost Marshal General Section (American) (16 Dec 42)<sup>64</sup>

This section was transferred to NATOUSA on 8 May 1943.<sup>65</sup>

Information and Censorship Section (5 Jan 43)<sup>66</sup>

Petroleum Section (2 Feb 43)<sup>67</sup>

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60. NATOUSA GO No 81, 26 Aug 43. Ibid., No 91, 15 Sep 43.

61. AFHQ Staff Memo No 1, 5 Jan 43, par 1.

62. Ibid., No 46, 4 Dec 42.

63. AFHQ GO No 26, 13 Dec 42.

64. Ibid., No 29, 16 Dec 42.

65. NATOUSA GO No 28, 8 May 43, sect I.

66. AFHQ Staff Memo No 1, 5 Jan 43, par 1.

67. AFHQ GO No 14, 2 Feb 43.

Military Railways Directorate (14 Feb 43)<sup>68</sup>  
 Field Artillery Section (3 Aug 43)<sup>69</sup>  
 Military Government Section (18 June 43)<sup>70</sup>  
 Allied Force Local Resources Section (11 Nov 43)<sup>71</sup>

# 7. Changes in AFHQ Commissions and Boards

The following joint staffs, commissions, and boards were established at AFHQ between 21 November 1942 and 1 December 1943:

Joint Planning Staff (21 Nov 42)<sup>72</sup>  
 Joint Rearmament Committee (16 Dec 42)<sup>73</sup>  
 This committee was transferred to NATOUSA on 7 August 1943.<sup>74</sup>  
 Political and Economic Council (7 Jan 43)<sup>75</sup>  
 Joint Committee on Political Prisoners and Refugees in FRENCH NORTH and WEST AFRICA (15 Jan 43)<sup>76</sup>  
 Joint Military Financial Committee (15 Jan 43)<sup>77</sup>  
 General Purchasing Board (30 Jan 43)<sup>78</sup>  
 Franco--Allied Postal, Telegraph, and Telephone (PTT) Censorship Board (13 Feb 43). Meetings of this board were never summoned.<sup>79</sup>  
 Combined Signal Board (28 Feb 43)<sup>80</sup>

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- 68. Ibid., No 19, 14 Feb 43.
  - 69. AFHQ GO No 43, 3 Aug 43, sect I.
  - 70. AFHQ Staff Memo, No 50, 18 June 43, sect I.
  - 71. AFHQ Adm Memo No 77, 11 Nov 43.
  - 72. Memo, DACofS G-3 to Naval CofS, ACofS G-4, and ACofS Air, 21 Nov 42 (G-3 AFHQ file: 38/5).
  - 73. AFHQ Staff Memo, No 52, 16 Dec 42.
  - 74. NATOUSA GO No 74, 7 Aug 43.
  - 75. AFHQ GO No 4, 7 Jan 43.
  - 76. AFHQ GO No 6, 15 Jan 43, sect I.
  - 77. Ibid., sect II.
  - 78. AFHQ Adm Memo No 16, 30 Jan 43.
  - 79. History of Liaison with Controles Techniques (French Censorship), pp 1-3, 32.
  - 80. AFHQ GO No 22, 28 Feb 43.

Air Priorities Board (29 Apr 43)<sup>81</sup>

Joint Army--Navy Intelligence Collection  
Agency (JICA) (30 May 43)<sup>82</sup>

Executive Planning Section (17 June 43)<sup>83</sup>

Local Products Allocation Committee (3 July  
43)<sup>84</sup>

This became a part of the Allied Force  
Local Resources Section after 11 Nov  
43.<sup>85</sup>

AFHQ--Middle East Administrative Information  
Section (3 Oct 43)<sup>86</sup>

A combined chart of AFHQ and Hq NATOUSA is shown  
on the next page.

## 8. Personnel Problems and Growth (1943)

a. Growth of AFHQ Personnel. The whole theme of  
the history of AFHQ in 1943 is one of the increase in  
range and complexity of the functions of this Allied  
headquarters. That situation involved not only a much  
more detailed elaboration of organization (as seen in  
sections 4--7 above) but also an appreciable increase  
of personnel.

Initially (3 Sep 42) the American side had request-  
ed for AFHQ and its Headquarters Command units an au-  
thorization for 205 officers (including warrant officers)  
and 793 enlisted men<sup>87</sup> and obtained the War Department's

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81. Ltr, Allied C-in-C to All Concerned, 29 Apr  
43 (SGS AFHQ file: 500-3).

82. AFHQ GO No 37, 30 May 43.

83. AFHQ Staff Memo No 49, 17 June 43.

84. AFHQ Adm Memo No 47, 3 July 43.

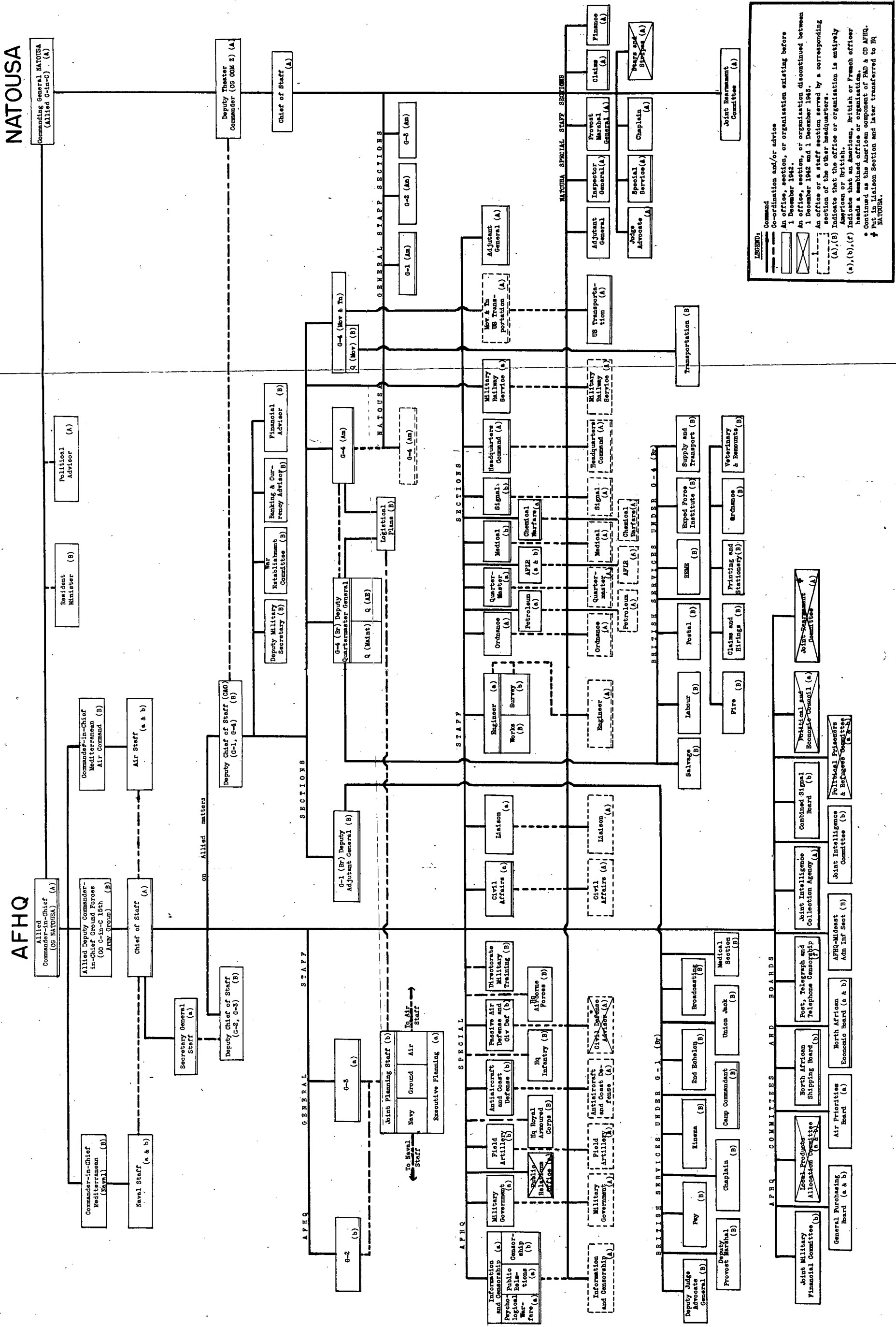
85. AFHQ Adm Memo No 77, 11 Nov 43. Statement of  
Lt Col J. H. Ford (B) of AFLRS, 25 Feb 45.

86. Memo, CAO to All Concerned, 5 Oct 43 (AFHQ/  
1158/Q (Maint)).

87. Cable No 1776, ETOUSA to WD, 3 Sep 42.



**NATOU SA**



approval of such an allotment. The British matched this with an authorization of 344 officers (including warrant officers) and 726 other ranks (enlisted men).<sup>89</sup> The American request for authorization also made the following comment:

Procurement to full tabular strength as requested herein will be deferred until need arises for assumption of theater functions. This step is not anticipated until some time after both advanced echelon and London echelon have been moved into Zone of Operations.<sup>90</sup>

Such optimism on the economy of personnel in the London period of the Headquarters, however, was belied by the fact that 1,308 American officers and enlisted men (rather than 998 requested above) were actually present on the Headquarters rolls before all elements were brought together in ALGIERS.<sup>91</sup>

This rapid growth of personnel beyond the original plans for AFHQ caused some concern about the possibility of a top-heavy organization for the Theater. General Mark W. Clark (A) voiced his objections from ALGIERS on 19 November 1942 in a cable back to the London echelon:

Present indications from various heads of sections are that they may overstaff. Army idea is that we should strive to keep it as small as practicable. I believe present plans formulated in UNITED KINGDOM before our departure totaled about 700 officers which, in my opinion, is about two or three times too many. Congested facilities here make it

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88. Cable No R602, WD to ETOUSA, 10 Sep 42.

89. Statistics taken from the British War Establishment, "R" Hq (VIII/374/1), 12 Oct 42.

90. Cable No 1776, ETOUSA to WD, 3 Sep 42.

91. Table of American Personnel in AFHQ, 19 Nov 43 (G-1 NATOUSA file: T/O AFHQ Old) in envelope at end of file. This figure included 771 American officers and men in the AFHQ Hq Comd component units (Weekly Strength Report, Hq Comd AF, 30 Nov 42).

mandatory that we go slow in building up.

A similar complaint was made by Brigadier General Lucien K. Truscott, Jr. (A) in a memorandum to the Chief of Staff:

The chiefs of sections should be the best judge on personnel actually required to perform staff functions. It is to be noted, however, that every officer with whom I have talked considers the Headquarters too large and that all sections should be reduced except the one he represents, which usually needs an increase.

In considering these recommendations, please keep in mind that I pretend no expert knowledge. I have made no exhaustive study of the duties performed by the various sections in this Headquarters--in many cases I would not be qualified to conduct such an investigation. Mine is the point of view of the field commander who comes to this Headquarters, is at once appalled by its size, and wonders how it can ever function efficiently. During the three or four days that I have been here, several officers have expressed similar sentiments.<sup>93</sup>

The Truscott recommendations, mentioned above, were:

- a. Issue directive setting forth functions and responsibilities of AFHQ.
- b. Move from AFHQ of administrative elements not common to both Armies.
- c. Issue brief directive setting forth specific functions and responsibilities of each staff section.
- d. Provide SOP for AFHQ.
- e. Maintain up-to-date organizational--functional charts properly distributed.
- f. Eliminate duplication of effort.
1. Eliminate from staff sections all personnel whose functions are not primarily staff functions.

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92. Cable No 219, Clark to G-1 AFHQ, 19 Nov 42.

93. Memo, Gen Truscott to CofS AFHQ, 30 Dec 42  
(AG AFHQ file: 323.35-1).

j. Require general officers to scrutinize sections over which they have jurisdiction and hold all personnel to absolute minimum.<sup>94</sup>

Such advice as that of Generals Clark and Truscott caused the Chief of Staff Conference to be restriction-minded as it approached the personnel problem in ALGIERS. On 10 December 1942 G-1 was instructed to submit recommendations for the future needs of AFHQ;<sup>95</sup> but, in order to put the brakes on any tendency to overstaff, the Chief of Staff two weeks later "notified the staff in advance of impending cuts in the size of the staff at this headquarters."<sup>96</sup>

Advice and resolution to the contrary notwithstanding, the pressure of circumstances conspired to make the first request for American personnel of 1943 exceed by far the earlier provisions of AFHQ needs.

In all, 553 American officers and warrant officers and 853 enlisted men were requested in January 1943 and approved by the War Department.<sup>97</sup> These exceeded the estimates of September 1942 by 348 and 60 respectively. The principal demands for increase came from the expansion of the activities of public relations, psychological warfare, censorship, civil affairs, claims services, liaison, and French rearmament.<sup>98</sup> The duties of many of the personnel in the above activities were operational rather than staff in disregard of General Trus-

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94. Ibid.

95. Min of the CofS Conference, 10 Dec 42.

96. Ibid., 24 Dec 42.

97. Cable No 5562, AFHQ to WD, 14 Jan 43. Cable No 1349, WD to AFHQ, 23 Jan 43.

98. Cable No 5562, AFHQ to WD, 14 Jan 43.

cott's suggestion (1). No over-all saving in Theater personnel would have been attained, however, if this personnel had been transferred from AFHQ to a lower headquarters.

Likewise on the British side the same discouragement in attempting economy of personnel was encountered. By 22 April 1943 the British War Establishment for AFHQ stood at 416 officers and warrant officers and 798<sup>99</sup> other ranks, an increase over September 1942 of exactly 72 in each group. Thus the over-all authorized increase of both nationalities at AFHQ by 22 April 1943 was 420 officers and warrant officers and 132 enlisted men and other ranks.

But the growth of AFHQ in 1943 did not stop with January and April. By October, with the increase in number and size of AFHQ staff sections and the establishment of Headquarters NATOUSA and SOS NATOUSA, American authorized personnel experienced a further increase of 586 officers and warrant officers and 592 enlisted<sup>100</sup> men. By that time there was also an additional increase of British authorized personnel of 164 officers<sup>101</sup> and warrant officers and 322 other ranks.

The total authorized strengths (American and British) by ranks and grades at AFHQ and NATOUSA (excluding SOS NATOUSA at ORAN) in November 1942 and 1943 are shown in the table on the next page.

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99. Totals of the British AFHQ WE after the approved Amendment No 1 of 22 Apr 43.

100. Memo, Gen Sawbridge to CofS, 4 Oct 43 (G-1 NATOUSA file: T/O HQ NATOUSA).

101. British AFHQ War Establishment of 30 Sep 43.

# TABLE OF AFHQ AND NATOUSA AUTHORIZED PERSONNEL<sup>ø</sup>

November 1942 and November 1943

OFFICERS					ENLISTED MEN				
Rank	Am		Br		Rank	Am		Br	
	Nov 42 <sup>*</sup>	Nov 43 <sup>x</sup>	Oct 42 <sup>#</sup>	Dec 43 <sup>@</sup>		Nov 42 <sup>*</sup>	Nov 43 <sup>x</sup>	Oct 42 <sup>#</sup>	Dec 43 <sup>@</sup>
Gen &					M/Sgt	29	66		
Col	52	114	37	63	T/Sgt	31	119		
Lt Col	41	124	48	101	S/Sgt	25	120	23	44
Maj	48	151	98	167	Tec 3	43	127		
Capt	53	163	85	174	Sgt	17	83	89	130
1st Lt	21	129	22	50	Tec 4	62	262		
2d Lt	2	9			Cpl	2	55	88	176
					Tec 5	50	225		
Totals:	217	690	290	555	Pfc	86	129	71	145
					Pvt		78	452	940
WARRANT OFFICERS									
CWO	4	30	23	25					
WOJG	13	25	31	48					
Totals:	17	55	54	73		345	1264	723	1435

1942   1943

Total Americans:   579   2012

Total British :   1067   2060

COMBINED TOTALS:   1646   4072

ø The statistics on American authorized personnel do not include those for the Headquarters SOS NATOUSA or its subordinate base sections.

\* American authorized personnel as shown on AFHQ table of personnel of 19 Nov 43 in envelope at back of G-1 NATOUSA file: T/O AFHQ Old.

x From tabulation of American authorized AFHQ and NATOUSA T/O's in effect during Nov 43 (from AG AFHQ and G-1 NATOUSA files).

# British authorized War Establishment for "R" Headquarters and Increment for Hq First Army (B), VIII/374/1, 12 Oct 42.

@ AFHQ War Establishment (B), XII/1/4, effective date 1 Dec 43 (AG AFHQ file: 321-1 (AFHQ)).

b. Promotions and Relative American and British Ranks. The question of promotions in relation to the relative ranks of American and British officers was bound to arise in a combined headquarters. It was therefore no coincidence that the earliest statement of policy on the subject should have been announced on the first day of the establishment of AFHQ in a memorandum from Major General R. H. Dewing (B) to the British Military Secretary of the War Office.

You asked yesterday about the ranks which should be held by British staff officers appointed to TORCH Theater Headquarters. The difficulty exists that, by and large, British gradings of staff officers are higher than the corresponding US gradings.

I have spoken to General Eisenhower. He does not wish that British staff officers appointed to his Theater Headquarters should have to accept any lower grading than they would hold had that headquarters been an entirely British organization. We neither of us anticipate any difficulty in making it clear and getting it fully accepted by the British officers concerned that it will, in certain cases, be necessary that they should accept working in positions subordinate to American staff officers holding lower ranks in the US Army than they themselves hold in the British Army.<sup>102</sup>

This was an ideal solution; but, like most ideal solutions, it did not work out with complete success. A tendency developed of promoting American and British officers when they were found to be the superiors of officers of a higher rank than themselves. If this practice became general, it would put the rate of promotions of headquarters officers out of line with that of officers in the field. Consequently a staff memo-

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102. Memo, Gen Dewing (B) to MS of WO, 11 Aug 42.

random was issued on 8 March 1943 dealing with the subject:

1. There is a tendency in this headquarters to recommend the promotion of American officers and the upgrading of the appointment of British officers merely on the grounds of correcting their relative seniorities.

2. It must be realized that in the American and British Armies there are bound to be inequalities of promotion. The principle is to maintain the correct balance in the promotion of officers of each nation in AFHQ and in other headquarters and units. There must be no grounds for the accusation that officers at AFHQ are being favored in the matter of promotion.

3. Adherence to this principle may lead to the result that an officer of this headquarters of one nation is the superior of an officer of a higher rank of the other nation. The Commander-in-Chief directs that this state of affairs be loyally accepted. Officers must realize that such cases are merely due to inequalities in the promotion rates of the two Armies. The officer best qualified to hold an appointment will be posted to that appointment regardless of rank or nationality.

4. The above principle does not in any way jeopardize the promotion of officers of AFHQ to higher rank if they are recommended and a vacancy in a higher grade exists.<sup>103</sup>

General Eisenhower, as CG NATOUSA, followed this staff memorandum with a directive to all American units and headquarters in the Theater in which he laid down the principles of his promotion policy. First of all he stated the positive yardstick by which he measured qualifications for promotion, that is, merit:

The only valid reason for advancing any individual is to improve the quality of our military leadership and so produce greater battle and general efficiency in the American forces...to use promotions to extend the influence of officers who have produced effective

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103. AFHQ Staff Memo No 2, 8 Mar 43.



tive results and who have not yet reached the limit of their productive capacity... . We have need for a proper flow of promotion-- particularly with the view of increasing the sphere of influence of those commanders who demonstrate that they can produce highly trained, smart, completely disciplined units.

On the other hand his directive stipulated certain unjustifiable reasons for recommending promotions. First, promotions should not be recommended merely because of the existence of position vacancies. This tendency would often result in the promotion of men who do not merit it and at the same time accelerate promotions of staff officers over those in combat units.

Senior War Department officials, General Eisenhower continued, travelling over this area, have noted in some headquarters a point that I have been disappointed to observe, namely the apparently large proportion of full colonels on such staffs.

Secondly,

Any recommendations that allege as a reason for promotion the destruction of the individual's morale in the event he is not advanced in rank will invariably be disapproved at this headquarters.

In fact the directive went further in urging more demotions of officers who fail in the performance of duties befitting their rank.

Since the beginning of the current operation, hundreds of recommendations for promotion have been received at this headquarters. To date only two recommendations for demotion have been brought to my attention. ...It appears obvious that some officers must be occupying responsible positions from which they should be removed and reduced to a grade in which they can be more closely supervised.

Each commander and staff officer receiving this directive was to reply and state that he had read, understood, and informed his subordinates of the contents of the

104  
directive.

c. General Staff Corps with Troops (American).

Originally the allotment of 30 officers in the General Staff Corps with troops (American) was requested by AFHQ and approved by the War Department. <sup>105</sup> On 20 August 1943, however, the allotment for AFHQ was raised to 45, and the appointments were to be distributed among the staff sections as follows:

Chief of Staff	1
Secretary, General Staff	5
G-1	5
G-2	8
G-3	10
G-4	8
INC	3
MGS	5

It is to be noted that in this respect the two special staff sections of Information and Censorship (INC) and Military Government (MGS) were treated on the level of <sup>106</sup> a general staff section.

d. Women's Auxiliary Army Corps (WAAC) (American).

Very soon after the arrival of part of AFHQ at ALGIERS a request was made for WAAC personnel to replace enlist-

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104. NATOUSA ltr, Eisenhower to CG's of Fifth Army and II Corps, as well as to DTC NATOUSA and to CofS AFHQ, 15 Mar 43 (G-3 AFHQ file: 4/12).

105. Cable No 1776, AFHQ to WD, 3 Sep 42; and Cable No R304, WD to AFHQ, 15 Sep 42.

106. NATOUSA ltr to CofS AFHQ, 20 Aug 43 (SGS AFHQ file: 312-16) and AG AFHQ ltr to All Concerned, 22 Aug 43 (SGS AFHQ file: 312-17).

ed men at the Headquarters. Competent soldier clerks were especially scarce because they were being sent to OCS or commissioned directly from the ranks. The request indicated a need for:

- 20 secretaries and stenographers
- 20 telephone operators
- 100 clerk typists
- 10 chauffeurs

Their arrival was announced in the Chief of Staff Conference of 27 January 1943, and instructions were given that they were to replace an equal number of enlisted men, except when they were assigned to new staff sections just being organized. In the latter case the WAACs would fill T/O vacancies originally intended for enlisted men. Thus the scanty ranks of the American feminine set at ALGIERS, previously containing only Army nurses, were swelled by the much more numerous WAACs who graced the offices, shopping districts, and social functions with characteristic efficiency, trimness and charm.

An important change in the WAAC organization came on 1 September 1943 when it was transferred from auxiliary to Army status. At that time all WAAC personnel were given an opportunity to return home for discharge or to re-enlist for continued overseas duty. A tribute to their steadfastness is the fact that, out of a total

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107. Cables No G461 and G491, AFHQ CP to WD, 18 and 19 Nov 42 (G-3 AFHQ file: 4/12).

108. Min of CofS Conf No 18, 27 Jan 43 (SGS AFHQ file: CofS Conf). AG AFHQ Memo 210.2/342 A-M, 28 Jan 43, par 4.

of 17 officers and 266 enlisted women, 15 officers and 223 enlisted women elected to stay and took their enlistment oath in an appropriate induction ceremony inaugurating the AFHQ unit of the new Women's Army Corps (WAC).<sup>109</sup>

Although preparations were under way in 1943, their British sisters in the Auxiliary Territorial Service (ATS) did not assume their duties at AFHQ until 1944.

By mid-November 1943 the following three WAC companies were serving AFHQ and Headquarters NATOUSA:<sup>110</sup>

6666th WAC Headquarters Company (Prov)

6667th WAC Headquarters Company (Prov)

6715th WAC Communications Company (Prov)

The enlisted women of the first two companies mentioned above, who were assigned to headquarters staff sections of AFHQ and Headquarters NATOUSA together with the WAC officers assigned to those sections, are shown<sup>111</sup> in the following table:

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109. Ltr 6666th Hq Co (WAC) to TAG WD, 2 Sep 43. Ltr Order, NATOUSA to CO 6666th Hq Co (WAC), 31 Aug 43. AFHQ Memo to All Concerned, 29 Aug 43 (AG NATOUSA file: 324.5-108). Cable No 6346, WD to NATOUSA, 1 Sep 43.

110. NATOUSA Ltr to CO Hq Comd, AF, 30 July 43 (AG NATOUSA file: 324.5-108). Hq, Hq Comd, AF, GO No 74, 2 Sep 43 and ibid., No III, 14 Nov 43 (AG NATOUSA file: 324.5-155).

111. Statistics taken from Hq Comd Weekly Staff Sect Reports, 22 Nov 43 and from Christmas Greeting from Col Hobby (AG NATOUSA file: 324.5-108).

<u>OFFICERS</u>		<u>ENLISTED WOMEN</u>	
<u>Rank</u>	<u>Dec 43</u>	<u>Rank</u>	<u>Nov 43</u>
Maj	1	S/Sgt	7
Capt	5	Tec 3	7
1st Lt	2	Sgt	7
2d Lt	4	Tec 4	48
		Cpl	6
		Tec 5	51
		Pfc	31
		Pvt	76
<hr/>		<hr/>	
Total:	12		233

Total American Women (1943): 245

The distribution of this WAC personnel among the AFHQ and NATOUSA staff sections, boards, and committees on 22 November 1943 is shown in the table on the following page:  
112

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112. From Hq Comd Weekly Staff Sect Reports, 22 Nov 43; and from Distribution List of WAC Officers, late Nov 43 (AG NATOUSA file: 324.5-108).

TABLE OF WAC DISTRIBUTION WITHIN AFHQ AND HEADQUARTERS NATOU SA  
22 November 1943

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## Chapter VIII

### PERSONNEL STAFF ORGANIZATIONS

In order to give a comprehensive picture of the Headquarters organizations dealing with policy and administration of Theater personnel, the brief historical accounts of these have all been brought together in one chapter. In this way it is possible to see how the American (AFHQ--NATOUA) and British organizations, without being integrated, worked on their parallel personnel problems. The arrangement of the material in this chapter places the brief accounts of the general staff sections (British and American) first in order and, following them, those of the special staff sections and offices. An attempt has been made to place the latter in such an arrangement that they will appear in proximity to offices and sections with corresponding functions.

#### 1. G-1 Section (British)

a. Activation. The British Deputy Adjutant General's (DAG) Branch or, as it was known in the combined headquarters, G-1 Section (British) was activated on 1 January 1943 when the personnel of the section, who had been attached to 1st Army, joined the staff already at AFHQ. The heads of the services for which G-1 (B) was responsible were also transferred to the Headquarters on that date.<sup>1</sup> The decision that there should be sepa-

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1. Statements by Maj Gen Lewis, G-4 (B) AFHQ 3 Nov 44; and by Brig Brickman DP-in-C AFHQ, 6 Jan 45.

rate American and British G-1 Sections was made in December 1942 because of the great difference in their systems.<sup>2</sup> With the formation of the NATOUSA Headquarters, G-1 (A) became G-1 (NATOUSA) on 15 February 1943.<sup>3</sup>

b. Deputy Adjutant General. Brigadier V. J. E. Westropp (B), who had been appointed the British Deputy Adjutant General to the Allied Force, continued to hold that position until the appointment of Major General C. D. Moorhead (B) on 12 December 1943.<sup>4</sup> The reorganization of those British sections which came under the CAO at AFHQ had resulted in the upgrading of the position of DAG to the rank of major general. Brigadier Westropp was granted that higher rank from 6 October until 11 December 1943 when he became Assistant Deputy Adjutant General (Brigadier) to General Moorhead.<sup>5</sup>

c. Functions. The functions of G-1 (B) Section were those normally carried out by a British Adjutant General's Branch with the additional duty of co-ordination, with the American Adjutant General and G-1 (NATOUSA) Sections, of all matters of joint interest. GHQ 2d Echelon was responsible for the detailed statistics and records relating to all British forces in the Theater and kept the DAG informed of the current personnel situation. The main duties and responsibilities of G-1 (B) Section may be summarized as follows:<sup>6</sup>

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2. AFHQ Staff Memo No 24, 31 Dec 42.
  3. NATOUSA GO No 6, 14 Feb 43.
  4. D/MS AFHQ Records, WO 14723/MS, 16 Dec 43.
  5. D/MS AFHQ Records, WO Micro P/13552/19 (MS1a), 13 Jan 44.
  6. FSR Vol I, sect 23, 13 Dec 39. Crane Report, Chart No 7, 28 Sep 43.



(1) Supply of personnel to the forces in the field and arrangements for the selection and dispatch to units of all ranks to make good deficiencies and the transfer, posting, and discharge of personnel as required.

(2) Formation and disbandment of units.

(3) Discipline of the Army and administration of military and martial law.

(4) Disposal, including employment and repatriation, of prisoners of war.

(5) Supervision of the welfare of the Army, including the spiritual care of the troops and the co-ordination of philanthropic bodies.

(6) Preparation and issue of orders for the British forces.

(7) Supervision of the following:

(a) Medical Service.

(b) Pay Service.

(c) Military police and detention camps.

(d) Rest and transit camps and hotels.

(e) Army Newspaper Section, North  
6a  
Africa.

The DAG and an officer from G-1 (B) were appointed Chairman and Secretary, respectively, of the British War Establishment Committee on 3 January 1943. These

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6a. Min of Mtg, 9 Mar 43 (SGS AFHQ file: 337-2).

duties, however, were transferred to G-3 Org (B) on 10<sup>7</sup> March 1943.

The British Supervising Officer at AFHQ, who was responsible for the co-ordination of the distribution of British correspondence and the supervision of the British clerical staff at AFHQ, was not officially part of G-1 (B). He was, however, closely related to it and<sup>8</sup> obtained any necessary action through that section.

The Office of the Assistant Military Secretary (B) had been under the supervision of the DAG during the early part of 1943, but this responsibility ceased with the upgrading of the appointment to Deputy Military<sup>9</sup> Secretary.

d. Organization. G-1 (B) Section was originally composed of three subsections: A-1, Organization and Personnel; A-2, Prisoners of War and Welfare; A-3, Personal Services. During the year a number of new appointments were made and units established under the control of G-1 (B) and the following additional subsections<sup>10</sup> were introduced:

- |     |                               |             |
|-----|-------------------------------|-------------|
| (1) | A-4 Welfare and Entertainment | (26 Aug 43) |
| (2) | A-5 Education                 | (30 Sep 43) |
| (3) | A-6 Indian Troops             | (30 Sep 43) |
| (4) | A-7 Colonial Troops           | (30 Sep 43) |

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7. Ltr, CAO to All Concerned, 10 Mar 43 (G-3 Org (B) AFHQ file: 210).

8. Statement by Lt Heydon, G-1 (B) AFHQ, 16 Jan 45.

9. Statement by Lt Col Baker, G-1 (B) AFHQ, 12 Dec 44.

10. Min of WE Com AFHQ, Mtg No 36, 26 Aug 43; Mtg No 42, 30 Sep 43.

A-4 subsection was discontinued on 23 November 1943 when the Directorate of Army Welfare Services was established to deal with all welfare and entertainment matters.<sup>11</sup>

A chart of the organization of G-1 (B) Section on 30 November 1943 is shown on the next page.<sup>12</sup>

e. Personnel. The authorized personnel of G-1 (B) Section on 1 December 1943 is shown in the following table:

<u>OFFICERS</u>			<u>WARRANT OFFICERS</u>			<u>OTHER RANKS</u>		
Rank	Oct* 42	Dec# 43	Rank	Oct* 42	Dec# 43	Rank	Oct* 42	Dec# 43
Maj Gen		1	WO I	2	2	S/Sgt	2	3
Brig	1	2	WO II	3	4	Sgt	2	8
Col	1	1				Cpl	3	12
Lt Col	3	6				L/Cpl	3	5
Maj	5	10				Pte	20	26
Capt	8	12						
1st Lt	1	1						
Totals:	19	33		5	6		30	54

Total British (1942): 54  
Total British (1943): 93

## 2. G-1 Section (American) AFHQ-NATOUSA

a. Assistant Chief of Staff G-1 (American) AFHQ and NATOUSA. Brigadier General Ben M. Sawbridge (A)

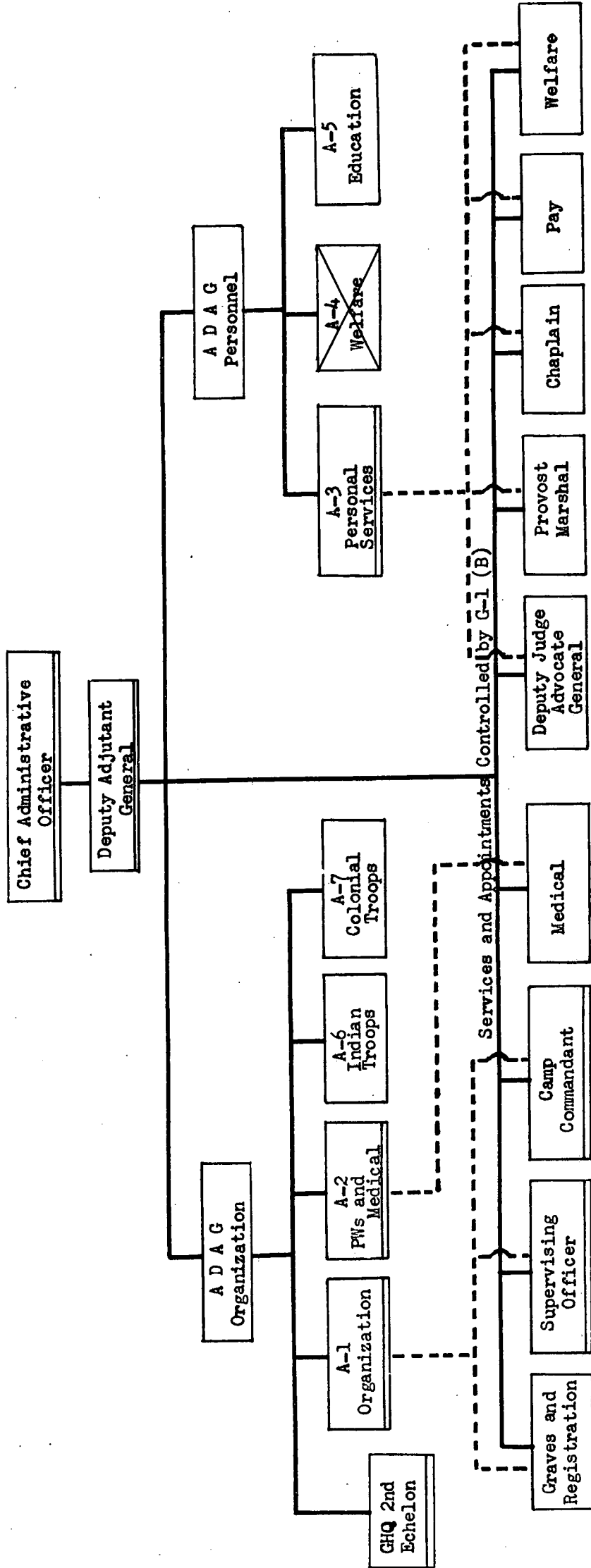
11. Ibid., Mtg No 57, 30 Dec 43.

12. Crane Report, Chart No 7, 28 Sep 43. Chart of Org G-1 (B) AFHQ, 1 Nov 43 (G-1 (B) AFHQ file: G-1/B/2001/A2).

\* WE VIII/374/1, wef 12 Oct 42, including Central Registry.

# WE XII/1/4, wef 1 Dec 43, including Central Registry but excluding A-4 Welfare Directorate and A-8 ATS (not established till Dec 43).

ORGANIZATION CHART G-1 (B) SECTION AFHQ  
30 November 1943



LEGEND:  
 [Square with double lines] Squares with double lines were with AFHQ in 1942  
 [Square with cross] Discontinued during 1943  
 [Dashed line] Co-ordination Command

served as ACoS G-1 AFHQ from the establishment of AFHQ until 15 February 1943. At that time G-1 (American)<sup>13</sup> was transferred from AFHQ to Headquarters NATOUSA. General Sawbridge thereupon continued to serve in the capacity of ACoS G-1 NATOUSA throughout the remainder of the year 1943.

b. Functions. The functions of G-1 Section (American) from 1 December 1942 to 1 December 1943 were the same as in the previous period as defined by AR 10-15.<sup>14</sup> Two elaborations of functions in this period were the formulation of policies for, and the supervision of:<sup>15</sup>

(1) the personnel in the WAAC (later called WAC) who entered the Theater in 1943.

(2) the various new morale services, organizations, and staff sections developed in the Theater during 1943.

(3) the publication of The Stars and Stripes in the Theater.<sup>16</sup>

c. Organization of G-1 Section NATOUSA. No change in organization of G-1 NATOUSA was required by its transfer from AFHQ. Its organization as it appeared in September 1943 is shown by the chart on the following<sup>17</sup> page.

d. Personnel. The authorized personnel for G-1

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13. NATOUSA GO No 6, 15 Feb 43.

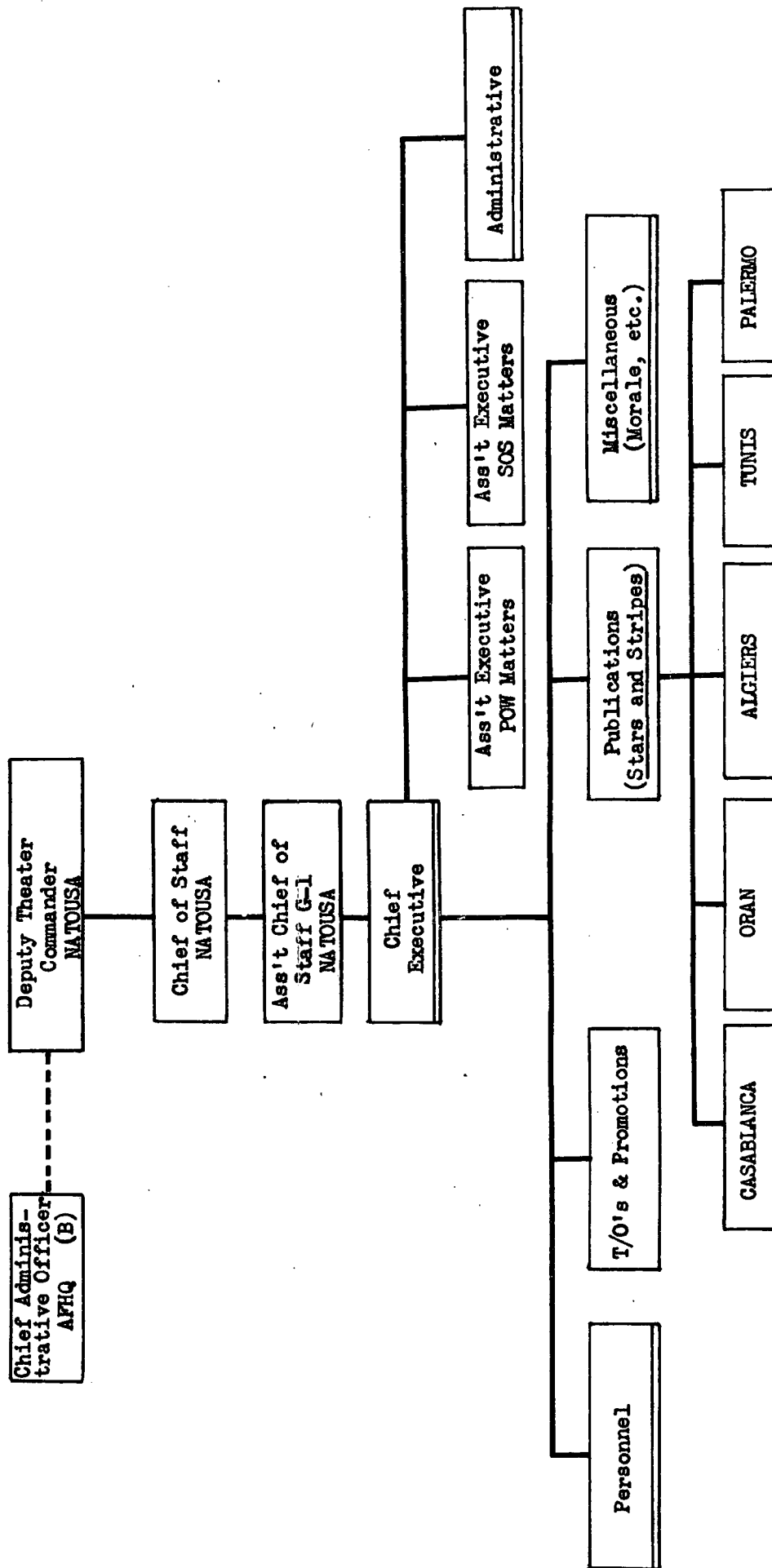
14. AR 10-15, 13 July 43, par 7b. See also History of AFHQ, I, 41-42.

15. Crane Report, Chart No 50, 28 Sep 43.

16. NATOUSA GO No 91, 15 Sep 43.

17. Crane Report, Chart No 50, 28 Sep 43.

ORGANIZATION OF G-1 SECTION NATOUA  
September 1943



LEGEND:  
 — Command  
 - - - Co-ordination  
 = Subdivisions which existed in 1942

NATOUSA in November 1943 is shown in the following table:

<u>OFFICERS</u>			<u>WARRANT OFFICERS</u>			<u>ENLISTED MEN</u>		
Rank	Nov* 42	Nov# 43	Rank	Nov* 42	Nov# 43	Rank	Nov* 42	Nov# 43
Gen & Col	3	5	CWO		1	M/Sgt	1	4
Lt Col	1	6	WOJG	1	1	T/Sgt		8
Maj	1	6				S/Sgt		5
Capt		9				Tec 3	2	21
1st Lt		8				Sgt	1	6
						Tec 4		40
						Cpl		10
						Tec 5		21
						Pfc		7
						Pvt		8
<hr/>								
Totals:	5	34		1	2		4	130

Total Americans (1942): 10  
Total Americans (1943): 166<sup>x</sup>

### 3. Adjutant General Section (American) AFHQ

a. The Adjutant General (American) AFHQ. Colonel Thomas J. Davis (A) continued throughout 1943 as the Adjutant General (American) of AFHQ. He was promoted<sup>18</sup> to the rank of brigadier general on 4 December 1942. In addition to this assignment General Davis continued<sup>19</sup> to serve as AG ETOUSA until about 7 February 1943 and

\* From AFHQ personnel chart, 19 Nov 42, in envelope at back of G-1 MTOUSA file: T/O AFHQ Old.

# AG ltr to G-1 NATOUSA authorizing the allotment of personnel, 20 Sep 43 (AG NATOUSA file: 200.3-135 A-0).

x The great increase of personnel in G-1 NATOUSA over that of 1942 is largely accounted for by the inclusion (after 15 Sep 43) of The Stars and Stripes personnel who amounted to 16 officers and 111 enlisted men.

18. Report of the AG AFHQ, c. 1 May 43, p 16 (AG AFHQ file: 321 AG). Cable, WD to AFHQ, 11 Dec 42.

19. A request for Gen Davis's relief from duty as AG ETOUSA was sent to ETOUSA on 5 Feb 43. No record of the reply is found, but it is known that he was relieved of that duty. Cable No 9072, AFHQ to ETOUSA, 5 Feb 43 (AG NATOUSA file: 322.90-1).

served also as AG NATOUSA from 4 February to 10 April  
20  
1943.

b. Modifications of the Functions of AG AFHQ. The functions of AG AFHQ were reduced by the establishment of a separate AG NATOUSA on 10 April 1943. At that time the AG NATOUSA assumed completely the administrative responsibility for, and the subsections concerned with, casualty records and reports, statistical functions, and the Army Postal Service for all American personnel in the Theater. 21 Likewise, on 27 May 1943 the AFHQ Message Center was transferred from AG AFHQ to the Office of the Chief of Staff and put under the direction and supervision of the Secretary, General Staff AFHQ. 22

A brief official summary of the functions of AG AFHQ, submitted to the SGS in August 1943, is here reproduced:

The functions and responsibilities of the Adjutant General are those outlined in AR 15-5 as amended with certain modifications to meet the requirements of an Allied force in the field. In general they are, briefly, as follows:

'Executes and co-ordinates administrative functions necessary to the issuance and execution of orders and policies enunciated by the Commander-in-Chief. His specified duties correspond to those of TAG, War Department insofar as they are applicable and include--handling of official correspondence, execution of administrative functions and properly determined policies pertaining to assignment, transfer, promotion, retirement,

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20. NATOUSA GO No 1, 4 Feb 43, sect V. Ibid., No 21, 10 Apr 43.

21. AG NATOUSA Organization-History, p 1. Report of AG AFHQ, c. 1 May 43, p 30.

22. Draft History of SGS AFHQ, p 8. Crane Report, Chart No 5, 28 Sep 43.



discharge, classification, procurement, and replacement of personnel; leaves of absence and furloughs; decorations, citations, honors, and awards; preparation, authentication, and distribution of all orders and instructions except those pertaining to tactical operations and military intelligence; preparation and submission of returns, reports of strength, and casualties;<sup>23</sup> preparation and distribution of station lists; direction and supervision of the Army Postal Service.<sup>23</sup> The office of the Adjutant General is the office of record for the Headquarters, and the Adjutant General personally controls all completed files, classified or otherwise, except those pertaining to tactical operations and military intelligence. He also undertakes such other functions as the Commander-in-Chief may direct.<sup>24</sup>

These functions mentioned above were, however, mostly performed by AG Section NATOUSA with the exception of AFHQ publications and matters needing co-ordination with the British. The American AG Section AFHQ with its separate personnel was a compact organization ready to go forward in case AFHQ were moved to a location outside NORTH AFRICA. In that eventuality it was intended that NATOUSA and its separate AG Section would stay behind<sup>25</sup> to administer American troops in NORTH AFRICA.

c. Organization of AG AFHQ (1943). The principal change in 1943 in the organization of the AG Section of AFHQ, much enlarged since November 1942, was the transfer of 45 officers and 200 enlisted men to the newly activated AG Section of NATOUSA which undertook the performance of most of the functions of AG AFHQ except

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23. This statement is in error concerning responsibility for casualty reports and returns and the Army Postal Service, which were functions assumed by AG NATOUSA in April 1943.

24. Memo, AG AFHQ to SGS AFHQ, 5 Aug 43 (AG AFHQ file: 321-2).

25. Statement of CWO Dean of AG AFHQ, 15 Jan 45.

those involving AFHQ publications and co-ordination with the British. No functions involving reports and records of American casualties, Army Postal Service, or statistics were performed by AG AFHQ.<sup>26</sup> On 27 May 1943 the AFHQ Message Center was transferred from AG AFHQ to SGS AFHQ.<sup>27</sup> A chart of the organization of AG AFHQ in September 1943 is shown on the next page.<sup>28</sup>

d. Personnel of AG AFHQ. The authorized personnel for AG AFHQ in November 1943 is shown in the following table:

<u>OFFICERS</u>			<u>WARRANT OFFICERS</u>			<u>ENLISTED MEN</u>		
Rank	Nov* 42	Nov# 43	Rank	Nov* 42	Nov# 43	Rank	Nov* 42	Nov# 43
Gen & Col	4	4	CWO	4	4	M/Sgt	14	5
Lt Col	1	1	WOJG	6	6	T/Sgt	9	7
Maj	4	3				S/Sgt	16	4
Capt	4	3				Tec 3	14	4
1st Lt	5	3				Sgt	9	9
						Tec 4	15	9
						Cpl		4
						Tec 5	15	9
						Pfc	46	14
Totals:	18	14		10	10		138	65

x

Total Americans (1942): 166  
Total Americans (1943): 89

26. AG NATOUSA Organization-History, p 1. AG AFHQ Report, c. 1 May 43, p 30.

27. Draft History of SGS AFHQ, p 8. Crane Report, Chart No 5, 28 Sep 43.

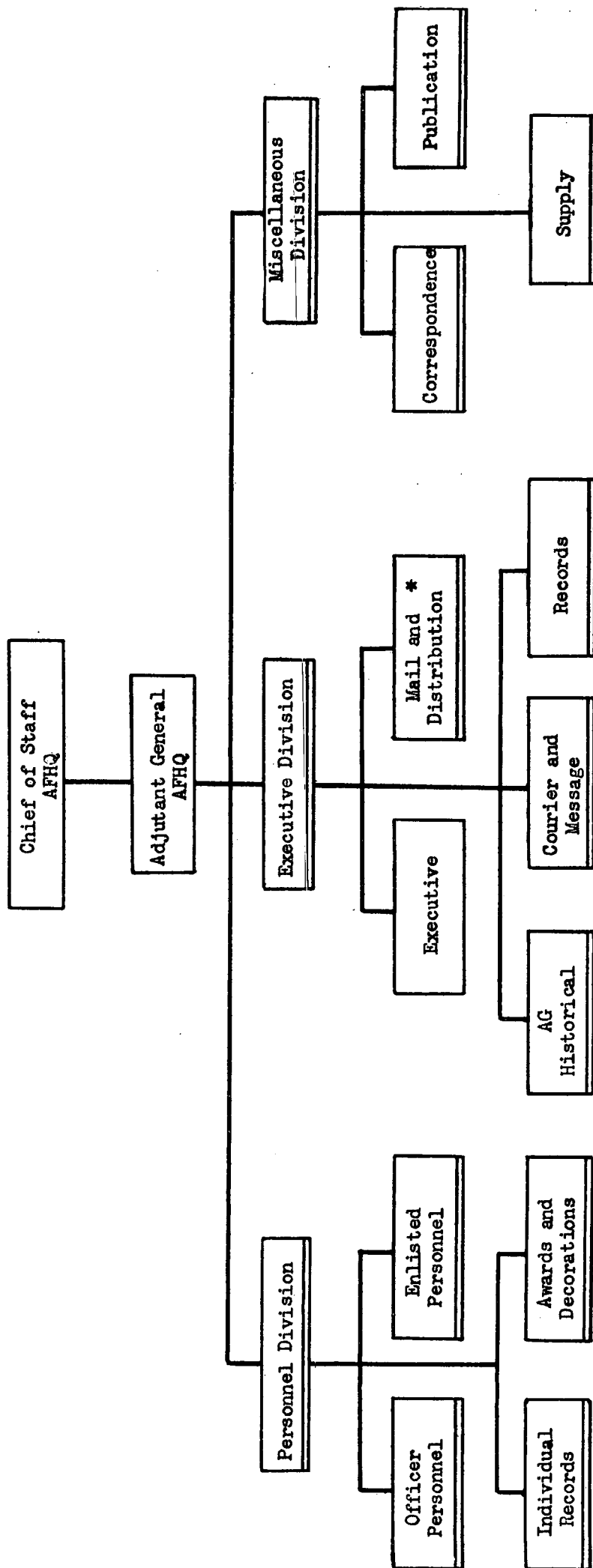
28. Crane Report, Chart No 18, 28 Sep 43.

\* From AFHQ Table of authorized personnel of 19 Nov 42 in envelope at back of G-1 MTOUSA file: T/O AFHQ Old.

# From AG AFHQ authorized T/O of 25 Apr 43.

x In comparing the figures of 1942 and 1943 it must be remembered that the 1943 figures represent the authorized personnel after the personnel of AG NATOUSA had been made distinct from that of AG AFHQ.

ORGANIZATION OF ADJUTANT GENERAL SECTION (AMERICAN) AFHQ  
September 1943



LEGEND:

\* Contained some NATOUSA personnel and served NATOUSA as well as AFHQ.  
Double line beneath box indicates the subsection existed before 1 December 1942.

#### 4. Adjutant General Section NATOUSA

a. Activation. The Adjutant General Section NATOUSA was constituted on 4 February 1943 when the NATOUSA General Order No 1 provided that the senior American officer of each AFHQ American or combined staff section would also serve as chief of the corresponding section in NATOUSA.<sup>29</sup>

b. Adjutants General NATOUSA. Brigadier General Thomas J. Davis (A), AG of AFHQ, also served as AG NATOUSA from 4 February to 10 April 1943,<sup>30</sup> when he was relieved of this additional duty by Colonel Harold V. Roberts (A).<sup>31</sup> Colonel Roberts continued as AG NATOUSA throughout the remainder of 1943.

c. Functions of AG Section NATOUSA. The functions of AG Section NATOUSA were those normally performed by such a staff section of a theater headquarters as defined by AR 15-5,<sup>32</sup> with the exception of the control of the Message Center which was, at AFHQ and Hq NATOUSA, directed and supervised by the SGS AFHQ.<sup>33</sup> The principal functions of the Section may be summarized as follows:

(1) Execution of all administrative functions and all properly determined policies relating to all American personnel in

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29. NATOUSA GO No 1, 4 Feb 43, sect V.

30. Ibid.

31. Ibid., No 21, 10 Apr 43.

32. AR 15-5, 15 June 42, par 2.

33. Draft History of SGS AFHQ, p 8. Crane Report, Chart No 5, 28 Sep 43.

the North African Theater of Operations.

(2) Reception, dispatch, distribution, authentication, and publication of official correspondence, cables, orders, and instructions of Headquarters NATOUSA; and custody of all permanent records of that Headquarters.

(3) Direction and supervision of the Theater (American) Army Postal Service and Army Courier Service.

d. Organization. Although AG NATOUSA and AG AFHQ had separate organizations and personnel, their subsections were actually located on the same premises, Hotel Alexandra, ALGIERS, and worked side by side on a parallel basis. This arrangement would enable AG functions to continue smoothly during any period of a move of AFHQ. In that eventuality AG NATOUSA would operate as a rear echelon AG during the move and thereafter would administer American personnel remaining in NORTH AFRICA. The organization of AG NATOUSA in September 1943 is shown by the chart on the next page.

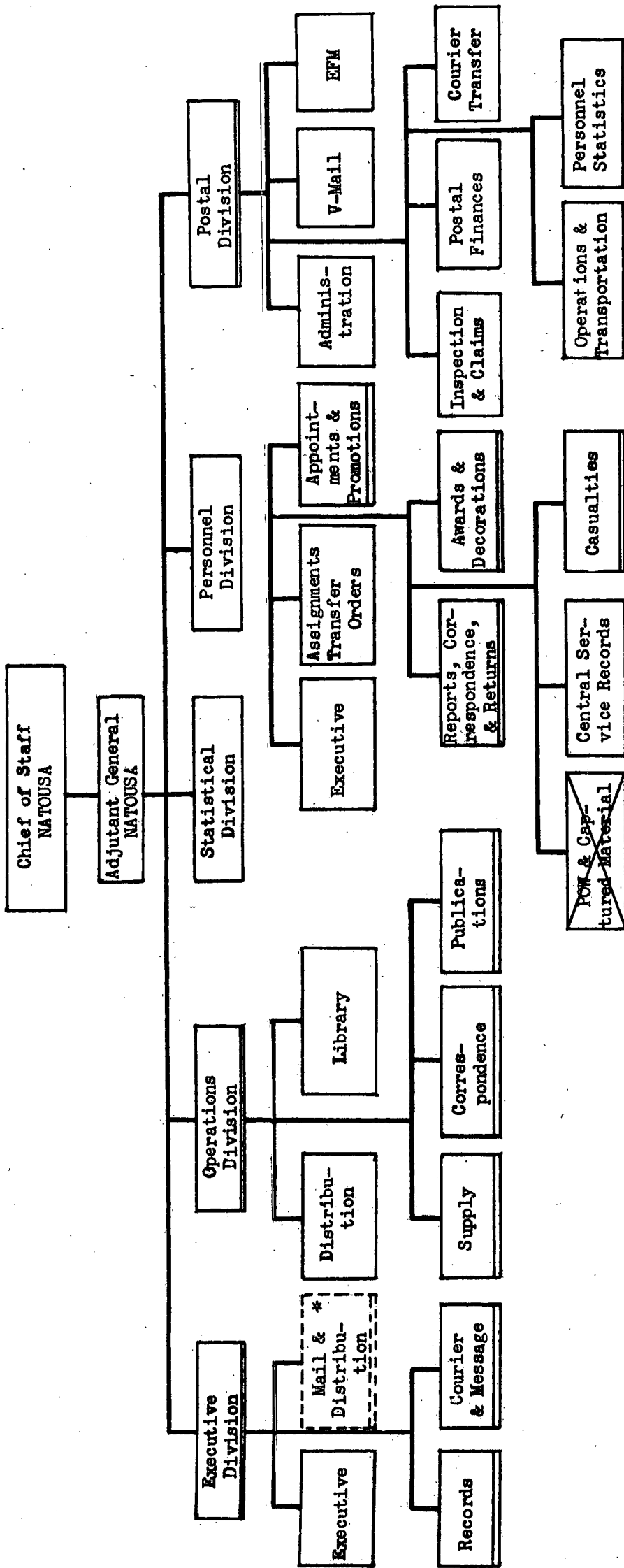
e. Personnel of AG NATOUSA. The authorized personnel of AG NATOUSA in November 1943 is shown in the following table:

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34. Crane Report, Chart No 53, 28 Sep 43.

35. AG memo on allotment of personnel to AG AFHQ, 29 Sep 43 (AG NATOUSA file: 321-2-068).

ORGANIZATION OF ADJUTANT GENERAL SECTION (AMERICAN) NATOUA  
September 1943



LEGEND:  
 \* Combined with corresponding AFHQ subsection and helped to serve both NATOUA and AFHQ.  
 X Subsection discontinued in 1943.  
 Indicates that the subsection existed before 1 December 1942.

<u>OFFICERS</u>		<u>WARRANT OFFICERS</u>		<u>ENLISTED MEN</u>	
Rank	Nov 43	Rank	Nov 43	Rank	Nov 43
Gen & Col	4	CWO	3	M/Sgt	9
Lt Col	5	WOJG	4	T/Sgt	8
Maj	13			S/Sgt	12
Capt	22			Tec 3	11
1st Lt	19			Sgt	11
2d Lt	7			Tec 4	32
				Cpl	15
				Tec 5	31
				Pfc	46
				Pvt	41
Totals:	70		7		216

Total Americans: 293

##### 5. Deputy Military Secretary (British) AFHQ

a. Activation. The Office of Deputy Military Secretary at Allied Force Headquarters was activated by the appointment of an Assistant Military Secretary, Allied Force, on 13 November 1942.<sup>36</sup>

b. Deputy Military Secretary. Lieutenant Colonel F. R. L. Mears (B), who had been appointed Assistant Military Secretary on 13 November 1942,<sup>37</sup> was the chief of this office until the arrival of Colonel A. E. V. Brummell (B) as Deputy Military Secretary (D/MS) on 11 July 1943.<sup>38</sup> Colonel Brummell continued in this appointment for the rest of the year.

c. Functions. The Deputy Military Secretary was an assistant to the Chief Administrative Officer in the

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36. WO Auth, MS1/1/736, 31 Oct 42.

37. Ibid.

38. Casualty card (Col Brummell) in Camp Comdt Office, AFHQ.

latter's position as the senior British army officer at AFHQ and had the following duties and responsibilities:  
39

(1) Making recommendations for temporary appointments and for the grant of acting and temporary rank.

(2) Collecting information required by the Army Council for permanent promotions.

(3) Collecting the necessary information to enable the CAO to make his recommendations to the Army Council for honors and awards.

(4) Preparing lists of officers suitable for staff appointments for submission to the principal staff officers at AFHQ.

(5) Forwarding the recommendations of the CAO and army commanders to the Army Council dealing with the selection of officers for command or the staff.

(6) Drafting orders for the publication of appointments, promotions, honors, and awards.

(7) Recording confidential reports on officers.

(8) Attaching officers of one branch of the service to another.

(9) Preparing lists of officers holding staff appointments and commands in the Theater.

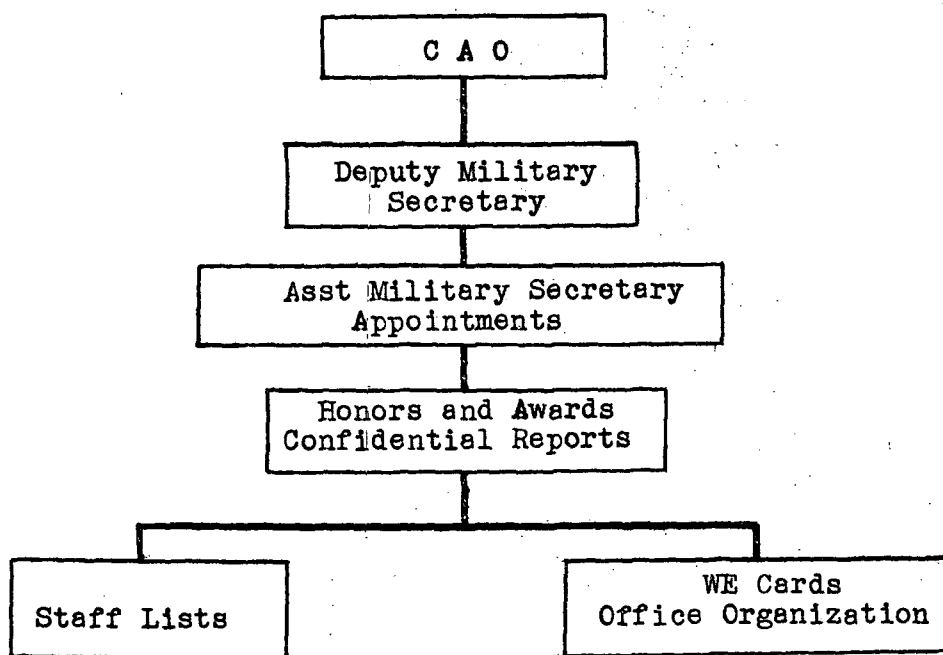
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39. Crane Report, Chart No 7, 28 Sep 43. FSR, vol I, 13 Dec 39, sect 34.



(10) Recording vacancies for officers  
on war establishments.

d. Organization. The staff of the Assistant Military Secretary was very small and came under the supervision of G-1 (B) Section of AFHQ until the appointment<sup>40</sup> was upgraded to Deputy Military Secretary. The following chart shows the organization of the Office of<sup>41</sup> the Deputy Military Secretary in November 1943:



e. Personnel. The personnel authorized for the Office of the Deputy Military Secretary on 1 December 1943 is shown in the table below:

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40. Statement by Lt Col G. Baker, G-1 (B) AFHQ, 12 Dec 44.

41. Chart supplied by SSM Thompson, Chief Clerk, D/MS AFHQ, 10 Feb 45.

<u>OFFICERS</u>			<u>WARRANT OFFICERS</u>			<u>OTHER RANKS</u>		
Rank	Oct* 42	Dec# 43	Rank	Oct* 42	Dec# 43	Rank	Oct* 42	Dec# 43
Col		1	WO I		1	Sgt	1	2
Lt Col	1	1	WO II		1	Cpl		3
Maj	1	2				Pvt	2	11
Capt		2						
Totals:	2	6		2			3	16

1942   1943  
 Total British:      5      24

#### 6. GHQ 2d Echelon (British) AFHQ

a. Activation. The activation of GHQ 2d Echelon (GHQ 02E) took place with the formation of a cadre on 5 August 1942<sup>42</sup>. The full war establishment was implemented on 26 August 1942<sup>43</sup>. GHQ 02E became part of the Allied Force Headquarters on 1 January 1943 when G-1 (B) was set up as a separate section and the British services were established as part of AFHQ.

b. Deputy Adjutant General, GHQ 2d Echelon (DAG, GHQ 02E). Brigadier J. H. Woods (B) was appointed DAG, GHQ 02E on 19 August 1942 and continued in this position for the rest of 1942 and throughout 1943.<sup>44</sup>

c. Functions. Although established as a separate headquarters, GHQ 02E formed the rear echelon of the

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\* WE VIII/374/1, wef 12 Oct 42.  
 # WE XII/1/4, wef 1 Dec 43 (AG AFHQ file: 321-1 (AFHQ)).

42. WO ltr, BM/15/5907 (AGIA), 5 Aug 42.

43. Ltr DAG GHQ 02E to G-3 (Historical) AFHQ, 5 Mar 45 (Ref 02E/10371/co).

44. WO Auth MS1/1/273, 16 Aug 42.

Deputy Adjutant General, G-1 (B) at AFHQ and was responsible for the collection and compilation of detailed statistical information regarding British personnel in the Theater.<sup>45</sup> The duties of the Headquarters, in more detail,<sup>46</sup> included:

(1) Recording the whereabouts of all officers, nursing sisters, and other ranks in the Theater and their qualifications.

(2) Recording the evacuation of all officers, nursing sisters, and other ranks, for whatever reason, from the Theater and reporting it to the home authorities.

(3) Taking custody of, and transmitting to the War Office, all war diaries and documents likely to be of historical interest.

(4) Recording deaths and location of graves and reporting deaths to the home authorities.

(5) Receiving and disposing of the effects of the dead.

(6) Submitting demands to the War Office for the provision of personnel of the required categories and qualifications in accordance with the policy formulated by the DAG, G-1 (B), AFHQ.

(7) Initiating and maintaining statistical records regarding strengths, casualties,

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45. FSR, vol I, 13 Dec 39, ch V, sect 23.

46. Ibid. See also app III. Crane Report, Chart No 7, 28 Sep 43.

reinforcements, prisoners of war, sickness, and all other factors affecting manpower in the Theater for the information of commanders in the field and of the War Office.

Additional duties undertaken by GHQ O2E during 1943  
47  
were:

(1) Recording details of civilian personnel employed with the British Army.

(2) Accounting for Italian co-operators used to fill vacancies in the war establishments of British units.

(3) Allocating downgraded personnel to employment for which they were most suited and combing out men whose medical category was higher than that necessitated by the work which they were doing.

(4) Taking over the 2d Echelon duties for the British personnel arriving in the Mediterranean Theater from the MIDDLE EAST.

(5) Recording the location of each British man and woman in the Theater for the purpose of redirecting correspondence.

d. Organization. For the invasion of SICILY in July 1943 an Advanced O2E under the control of GHQ, MEF was established in MALTA to act as a forward link, while

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47. See footnote 42 above.

the two echelons responsible for the documentation of the troops engaged in the operation retained their respective individualities.<sup>48</sup> This system did not prove workable, and GHQ O2E | AFHQ took over the duties for the whole force.<sup>49</sup> A chart of the organization of GHQ O2E<sup>50</sup> as it was in November 1943 is shown on the next page.

e. Personnel. A comparison of the personnel authorized for GHQ O2E in November 1942 and November 1943 is shown in the table below. The figures shown have been taken from the basic war establishments, and no allowance has been made for increases permitted, on a sliding scale, according to the number of personnel accounted for in the Theater.

<u>OFFICERS</u>			<u>WARRANT OFFICERS</u>			<u>OTHER RANKS</u>		
Rank	Nov* 42	Nov# 43	Rank	Nov* 42	Nov# 43	Rank	Nov* 42	Nov# 43
Brig	1	1	WO I	9	11	S/Sgt	28	35
Col		1	WO II	14	17	Sgt	143	160
Lt Col	3	5				Cpl	99	129
Maj	10	13				L/Cpl		5
Capt	13	29				Fte	281	467
Lt	10	6						
Totals:	37	55		23	28		551	796

Total British in 1942: 611  
Total British in 1943: 879

## 7. War Establishment Committee (British) AFHQ

a. Activation. The War Establishment Committee was

48. See footnote 43 above.

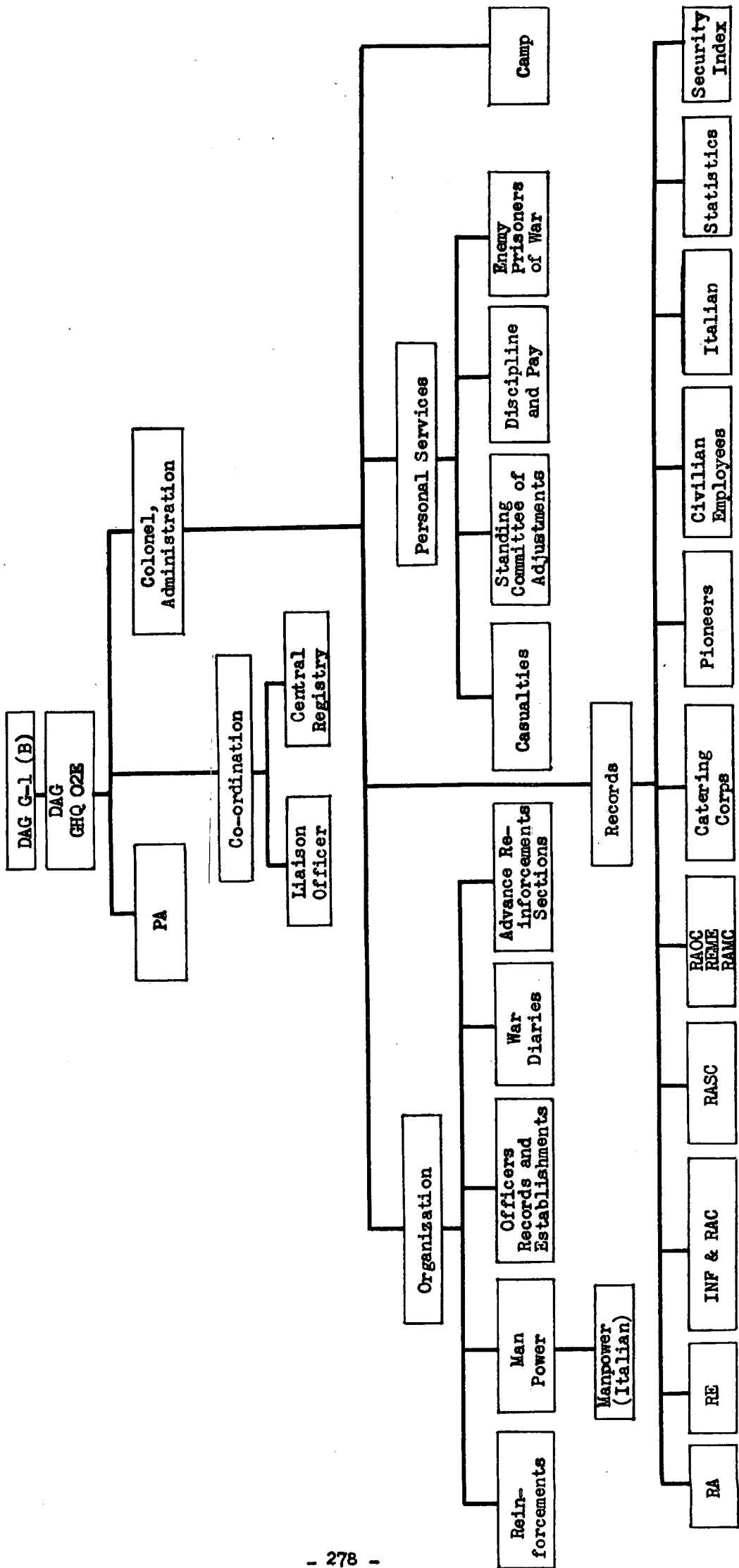
49. Ibid.

50. Ibid.

\* WO WE III/2/3, wef 12 Aug 42.

# AFHQ WE NA/163/1, wef 30 Sep 43.

ORGANIZATIONAL CHART CHQ 2d ECHELON (BRITISH) AFHQ  
November 1943



constituted at AFHQ on 3 January 1943 to investigate all new British war establishments or amendments to existing war establishments concerning personnel and unit equipment with a view to advising the Chief Administrative Officer in the exercise of powers delegated to him.<sup>51</sup> The first meeting was held on 14 January 1943.<sup>52</sup>

b. Chairman. Brigadier V. J. E. Westropp (B), the DAG, G-1 (B), was Chairman of the Committee from 3 January to 10 March 1943<sup>53</sup> when the duty of chairman was transferred to the Colonel, G-3 Org (B). As Chiefs of G-3 Org (B), Colonel F. S. Reid (B)<sup>54</sup> was Chairman from 10 March to 23 October 1943, and thereafter Brigadier V. C. Cooper (B)<sup>55</sup> for the remainder of 1943.

c. Functions. The terms of reference issued to the War Establishment Committee on 3 January 1943, which were not changed in the revised charter on 10 March 1943,<sup>56</sup> were as follows:

(1) To examine in detail all proposed new war establishments and amendments to existing war establishments, with a view to achieving economy in man-power, equipment, and transport.

(2) To ensure that the gradings in rank

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51. Circular G-1/Br/5/2, 3 Jan 43 (G-3 Org AFHQ file: 4/12).

52. Min of AFHQ WE Com, 14 Jan 43.

53. See footnote 51 above.

54. Col Reid was promoted to the rank of brigadier on 6 Apr 43, Auth G-1/B/5430/1/MS, 7 May 43.

55. Ltr, CAO to All Concerned, 10 Mar 43 (G-3 Org (B) AFHQ file: 210); WO Auth 101/MS, 20 Oct 43.

56. Ibid., see footnote 51 above.

are in keeping with the duties and the responsibility attached to them.

(3) To recommend to the CAO those establishments which he should authorize or, if they are outside his power, which he should forward to the War Office for sanction.

The Committee was given power to authorize establishments or amendments on behalf of the CAO on 27 October 1943<sup>57</sup> and became responsible for proposed amendments to Middle East and Vol VI war establishments for units in 15th Army Group on 24 November 1943.<sup>58</sup>

The power delegated to the CAO to authorize war establishments affecting formations and units under AFHQ command was subject to the following limitations:<sup>59</sup>

(1) No power to vary standard WEs issued by the War Office or WEs peculiar to other commands.

(2) No power to approve gradings above rank of major or 2d grade.

(3) Power to increase vehicles in any one establishment was limited to thirty-five non-technical vehicles and twenty motorcycles.

(4) New establishments or amendments approved under the above powers were to be forwarded to War Office for nominal approval, recording, and promulgation.

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57. Ltr, CAO to All Concerned, 27 Oct 43 (Log Plans AFHQ file: 58).

58. Cable No 5281, Eisenhower to Mideast, 24 Nov 43 (G-3 Org (B) AFHQ file: 210).

59. See footnotes 51, 55, and 57 above.



Proposals in excess of the above powers were to be examined by the Committee and forwarded to the War Office with recommendations. A further restriction, due to the difficult man-power situation, was that no increases to existing war establishments or on account of new war establishments could be allowed without a corresponding decrease in personnel elsewhere in this Theater.<sup>60</sup>

d. Procedure. The procedure adopted by the AFHQ War Establishment Committee for the approval of new war establishments or amendments to existing war establishments was:<sup>61</sup>

(1) Meetings were held weekly or more frequently if circumstances required.

(2) New war establishments were approved in principle by G-1, Deputy G-3, and DQMG before submission to the Committee.

(3) All proposals were submitted through G-3 Org (B).

(4) The Committee was at liberty to call for a representative of the staff branch sponsoring a proposal to attend as a witness or such other witnesses as they required.

(5) The chairman and members recorded their opinions on the evidence placed before them. In the event of members disagreeing the question was decided by a majority, the

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60. Memo, G-3 AFHQ to 15th Army Group, 31 July 43 (G-3 Org (B) AFHQ file: 210).

61. See footnote 55 above.

chairman having a casting vote. Disagreement by the finance member, however, necessitated the question being referred to the War Office.

(6) Minutes were recorded with a summary of proposals recommended and brief reasons for proposals rejected and were submitted to the CAO for approval.

(7) G-3 Org (B) issued new establishments, after approval, to all concerned or forwarded the recommendations to the War Office if the powers required were beyond those of the Committee.

e. Personnel. The Committee was composed of a chairman, secretary, and three other members. Initially the Deputy Adjutant General (B) and an officer from G-1 (B) were chairman and secretary, respectively. These duties, however, were transferred to G-3 Org (B) on 10 March 1943 and a representative from G-1 (B) attended as a member. The two other members were representatives from the Financial Advisor and DQMG, G-4 (B).<sup>62</sup>

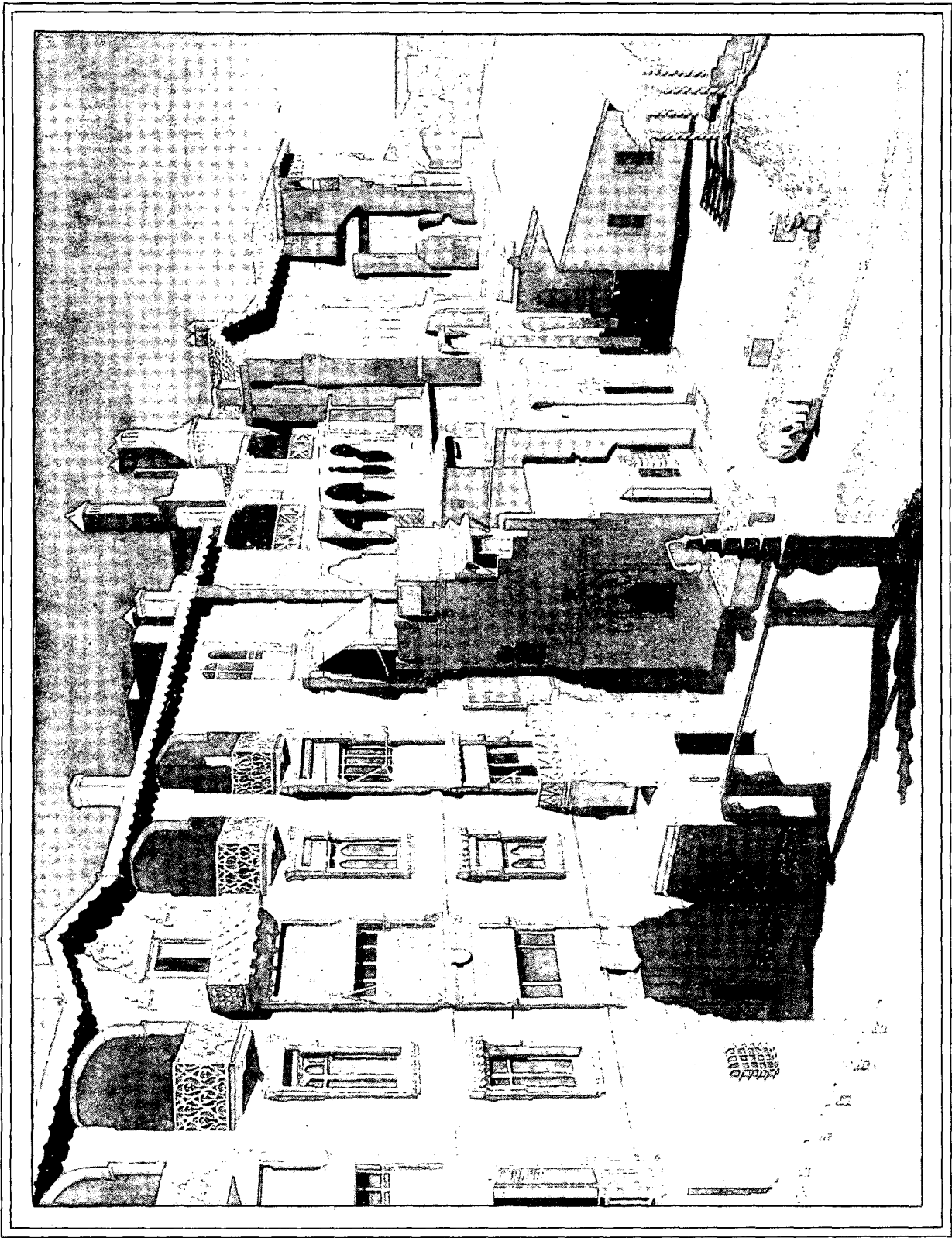
#### 8. Headquarters Command (American) AFHQ--NATOUA

a. Headquarters Commandant (American). Throughout 1943, as during the previous year, Colonel J. W. Ramsey (A) was the Headquarters Commandant of AFHQ. He was relieved of the assignment of Provost Marshal, AFHQ on 16 December 1942.<sup>63</sup> When NATOUA was activated on 4 Feb-

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62. Ibid., see also footnotes 51 and 57 above.

63. AFHQ GO No 29, 16 Dec 42.



East Facade

St. George Hotel

ALGIERS

(shown without  
foliage)

ruary 1943, the Headquarters Commandant of AFHQ was also detailed to the comparable position with that organization.<sup>64</sup> In this latter capacity he received his orders directly from the Theater Commander.<sup>65</sup> During March, in addition to his other duties, Colonel Ramsey was designated Area Commander for American troops in the ALGIERS area,<sup>66</sup> an assignment which he retained throughout the year.

b. Changes and Clarifications of Functions.

(1) Local security of the Headquarters. This function was modified to include:

(a) Responsibility for the personal security of the Commander-in-Chief as well as of other high ranking officers and officials<sup>67</sup> and the provision of a proper escort for such persons.<sup>68</sup>

(b) Necessary protection for all echelons of AFHQ.<sup>69</sup>

(c) Required guard of honor for ceremonies.<sup>70</sup>

(2) Internal administration of the Headquarters.

(a) Headquarters Command is

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64. NATOUSA GO No 1, 4 Feb 43.

65. Statement of Col J. W. Ramsey, Hq Comd AF, 11 Dec 44.

66. NATOUSA GO No 12, 4 Mar 43.

67. Organizational and Functional chart of Hq Comd AF, 7 Aug 43 (Hq Comd AF file: 323.5).

68. Ltr, Hq Security Comd to Hq Comd AF, 6 July 43 (Hq Comd AF file: 323.5).

69. See footnotes 67 and 68 above.

70. See footnote 68 above.

responsible for the training, operation, discipline, supply, and administration of all personnel and units assigned or attached to Allied Force Headquarters except as follows:

Training, operation, and discipline of officers of the general and special staff sections are responsibilities of the section chiefs. Administration of this personnel is a function of the Adjutant General.

Technical training and operation of the enlisted men of general and special staff sections are responsibilities of the section chiefs.

Technical training and operation of signal units (except those organic) are responsibilities of the Chief Signal Officer.<sup>71</sup>

(b) Supervision of the activities of the Camp Commandant (A), the Billeting Officer, the Quartering Officer, the Rents and Leases Section, and other agencies concerned with the administration of American personnel at AFHQ and Hq NATOUSA,<sup>72</sup> or in the Algiers area.<sup>73</sup>

(c) Promotion or reduction in grade of all American enlisted personnel assigned to the general and special staff sections of AFHQ and Hq NATOUSA upon the recommendations of their respective chiefs of section at AFHQ or Hq NATOUSA.<sup>74</sup>

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71. Outline of functions, c. 15 Mar 43 (Hq Comd AF file: 323.5).

72. Ibid. See footnote 67 above.

73. See footnote 66 above.

74. AFHQ Bull. No. 10, 3 Feb 43. Hq Comd AF GO No 39, 11 June 43 (Hq Comd AF file: Publications-016).

(3) Several new miscellaneous functions  
included:

(a) Arrangement for accommodations and transportation (including its maintenance) for the American Red Cross in the Algiers area.<sup>75</sup>

(b) Provision, for the "area" of ALGIERS, of entertainment facilities, emergency transport, and assistance in the repairing of vessels in the harbor.<sup>76</sup>

(c) Publication of necessary instructions to American troops in ALGIERS regarding their conduct.<sup>77</sup>

(d) Supervision for the operation of the following: three bakeries, as well as one furniture and one chinaware factory in ALGIERS.<sup>78</sup>

(e) Establishment and maintenance of required communications for all echelons of AFHQ.<sup>79</sup>

(f) Exercise of general courts-martial jurisdiction within Headquarters Command.<sup>80</sup>

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75. Organizational and Functional Chart, Hq Comd AF, 7 Aug 43 (Hq Comd AF file: 323.5). Ltr Hq Comd AF to C-in-C AFHQ, 10 Aug 43 (Hq Comd AF file: 323.5).

76. Ltr, Hq Comd AF to C-in-C AFHQ, 10 Aug 43 (Hq Comd AF file: 323.5).

77. Hq Comd AF Bulletins for 1943.

78. See footnote 76 above.

79. Organizational and Functional Chart, Hq Comd AF, 7 Aug 43 (Hq Comd AF file: 323.5). Crane Report, Chart No 25, 28 Sep 43.

80. Ltr, AFHQ to Hq Comd AF, 4 Mar 43 (AG AFHQ file: 250.4-8).

(g) Establishment and operation of military schools for the French armed forces concerned with the use of American<sup>81</sup> military equipment.

(h) Furnishing of the chairman for the Allied Quartering Committee (American<sup>82</sup> and British) in ALGIERS.

(i) Provision of driver details for vehicles destined for units at the Tunisian front.<sup>83</sup>

(j) Establishment of an officer patrol (A) in the Algiers area for the reduction of uniform violations and other infractions in military conduct among<sup>84</sup> American troops.

(k) Activation and disbandment of American units within its jurisdiction in accordance with instructions from Hq<sup>85</sup> NATOUSA.

(l) Development of a final movement plan for AFHQ, subject to the approval of the Chief of Staff AFHQ,<sup>86</sup> as well as making the preliminary recon-

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81. Ltr, Hq Comd AF to C-in-C AFHQ, 10 Aug 43 (Hq Comd AF file: 323.5).

82. Organizational and Functional Chart, Hq Comd AF, 7 Aug 43 (Hq Comd AF file: 323.5).

83. Ltr, Hq Security Comd to Hq Comd AF, 6 July 43 (Hq Comd AF file: 323.5).

84. NATOUSA GO No 19, 1 Apr 43.

85. Hq Comd AF GO Nos 57, 58, and 88 of 10, 11 Aug and 29 Sep 43 respectively.

86. Min of the CofS Conference No 82, 13 Aug 43 (SGS AFHQ file: CofS Conferences).

neissance and later preparation of selected sites for AFHQ command or observation posts, or actual new headquarters locations.<sup>87</sup> (This responsibility involved arrangements for the following actual or proposed sites: two in ALGERIA, four in TUNISIA, and one each in MALTA,<sup>88</sup> SICILY, and southern ITALY.)

(4) Liaison with the British. As in 1942, similar liaison was maintained between the Camp Commandant (B) and the Headquarters Commandant (A) in matters of mutual interest at AFHQ throughout 1943.

c. Assigned and Attached Headquarters Command Units.

To cope with the added functions of the Headquarters Command both in ALGIERS and in the field during 1943, a considerable number of new organizations were added to its nineteen units of the year before.<sup>89</sup> By 15 November a total of seventy different units comprised Headquarters Command--forty were assigned and thirty attached.<sup>90</sup> A list of these appears on the next page.

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87. Hq Comd AF memo to ACoFS, G-3 NATOUSA, 13 May 43 (Hq Comd AF file: AGCUTI). Ltr, Whiteley to Ramsey, 1 Sep 43 (Hq Comd AF file: Bigot--Misc). Hq Comd AF memo to Chief of Transportation AFHQ, 27 Oct 43 (Hq Comd AF file: 370, Personnel for Adv CP, AFHQ).

88. Statement of M/Sgt E. A. Hunt, Visitor's Bureau AFHQ, who was Acting 1st Sgt of Hq Comd detachments on these occasions, 9 Dec 44. Hq Comd AF files: 370, Bigot--Misc; Staff, Space, and Accommodations FINANCE. Statements of S/Sgt H. J. Barker, Hq Comd AF, 12 Dec 44. Sgt Barker was Supply Sgt at CASSIBILE and BITONTO Cfs.

89. See History of AFHQ, I, 37.

90. Hq Comd AF, G-1 Report, 15 Nov 43 (Hq Comd AF file: G-1 Reports).



Headquarters Command, Allied Force, List of Units  
15 November 1943

Assigned Units within Headquarters Command

Hq & Hq Comd, AF	296th Sig Instl Co
2675th Regt, ACC	2659th Car Co (Prov)
(US Cont)(Prov)	2673d Hq Co, Censorship
2693d Hq & Hq Co, SF	(Prov)
Trs (Prov)	2676th Sig Sch Plat (Prov)
Hq Co, AF	2677th Hq Co, Experimental
Fin Det	(Prov)
8th Gen Dispensary	2678th Hq Co, CIC (Prov)
Engr Det (Utilities)	2679th Hq Co, PWB (Prov)
512 APU	2680th Hq Co, MIS (Prov)
6666th Hq Co (WAC)	2692d Hq Co, CSDIC (Prov)
6667th Hq Co (WAC)	6651st Sig Rad Serv Co (Prov)
Hq & Hq Co, 2620th Trans	6652d Sig Wire Serv Co (Prov)
& Maint Bn (Prov)	6653d Sig Wire Co (Prov)
21st QM Car Co	6654th Sig Msg Cen Co (Prov)
Co B, 28th QM Regt (Trk)	6655th Army Pic Serv Co
105th Ord Co (M)	(Prov)
Hq & Hq Co, 2621st	6683d Sig Msg Cen Co (Prov)
MP Bn (Prov)	6684th Sig Dep Co (Prov)
205th MP Co	6715th WAC Com Co (Prov)
450th MP Co	2694th Hq & Hq Co, Security
2623d Sig Regt Hq	Comd
Co (Prov)	2d Bn, 133d Inf
2625th Sig Regt Hq Co	522d Engr C Co
(Prov)	2d Sq, 102 Cav (Mecz)

Attached Units within Headquarters Command

1st Type C Plat, Sig	2d Brdcstg Sta
Photo Mail Co	Opn Det
4th Type B Plat, Sig	21st MRU
Photo Mail Co	177th Sig Repair Co
5th Off Mail Sect, Sig	(less Dets)
Photo Mail Co	534th APU
248th Sig Op Co	649th Engr Topo Bn
251st Sig Const Co	849th Sig Int Serv
3d Det, 805th Sig Serv Bn	(less Dets)
820th Sig Motor Msgr Co	1601 Engr Map Dep Co
Hq & Hq Co, 850th Serv Bn	The Army Band
977th Sig Serv Co	Sig Insp & Maint Det E
982d Sig Serv Co	108th AAA Gun Bn (M)
984th Sig Serv Co	112th AAA Gun Bn (M)
985th Sig Serv Co	114th AAA Gun Bn (M)
3d Med Det, Museum & Med	354th CA SL Bn
Arts Serv	360th AAA SL Bn
1st Mbl Brdcstg Co	442d Sep CA Bn (AW)
1st Brdcstg Sta Opn Det	(less two Btrys)

The personnel strength of this large body also increased considerably. The total personnel figure, which stood at 2,103 in December 1942,<sup>91</sup> rose to 17,193 of all ranks by November 1943.<sup>92</sup> There had been no abrupt increase during that period, but rather a continuous and steady rise in the numbers of both units and personnel.

d. Changes in the Organization of Headquarters, Headquarters Command. To assist the Headquarters Commandant in the control of this large group of organizations and its many individuals who served over most of the Mediterranean area, a number of special staff sections were added to Headquarters, Headquarters Command during 1943. These included the following:

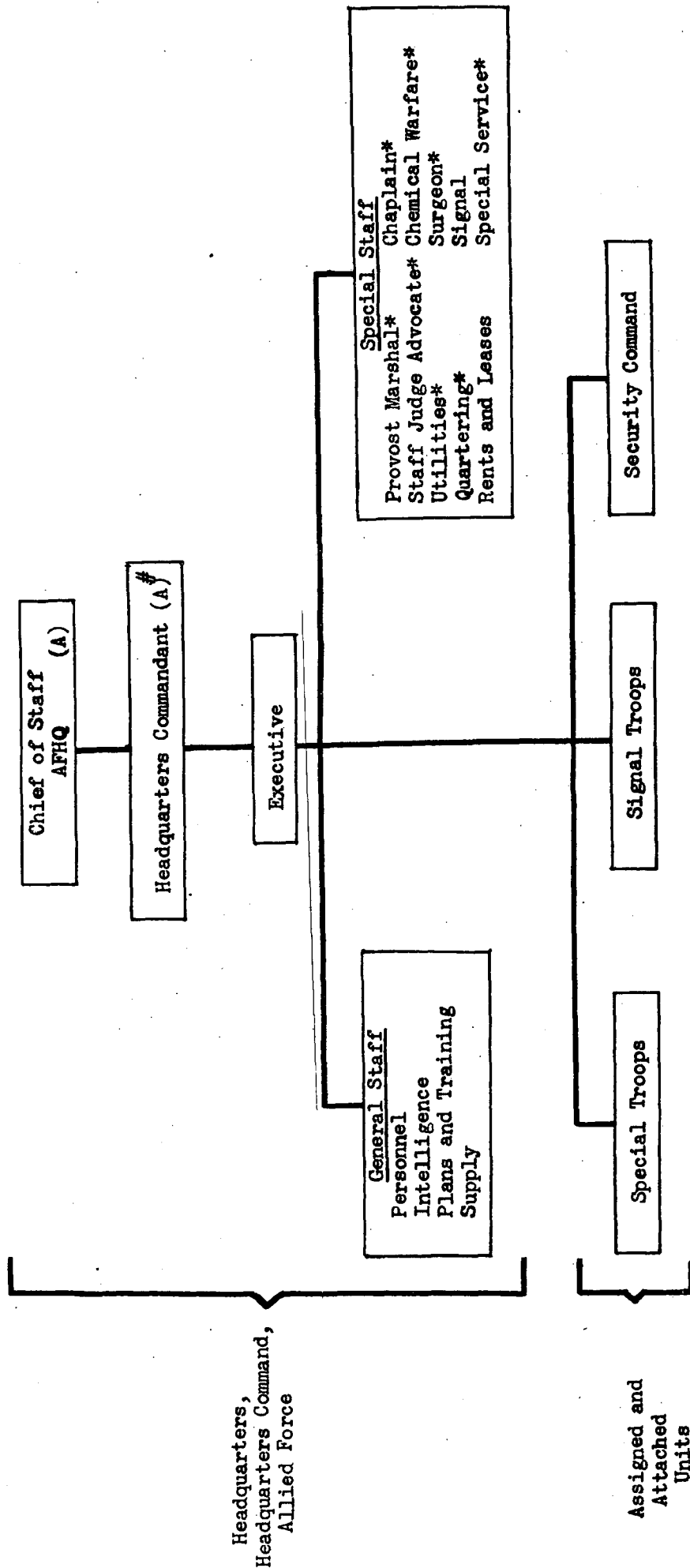
Provost Marshal	Chaplain
Staff Judge Advocate	Chemical Warfare
Utilities	Surgeon
Quartering	Special Service
Rents and Leases	

The command arrangement between AFHQ, Headquarters Command, and the lower echelons of the latter is shown on the next page for November 1943.<sup>93</sup>

e. Changes in Personnel of Headquarters, Headquarters Command. More personnel were also authorized for Headquarters, Headquarters Command. This is shown below as approved on 8 November 1943,<sup>94</sup> compared with

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91. Weekly Strength Report, Hq Comd AF, 15 Dec 42.  
 92. Consolidated Strength Report, Hq Comd AF, 15 Nov 43 (Statistics file at Hq Comd AF).  
 93. Crane Report, Chart No 25, 28 Sep 43.  
 94. T/O for Hq Hq Comd AF - Special -, 8 Nov 43.

# ORGANIZATION CHART OF HEADQUARTERS COMMAND, ALLIED FORCE 15 November 1943



- NOTE:
1. Special Troops was responsible for the administration and supply of all troops assigned to Headquarters Command, Allied Force.
  2. An organization known as the Special Service Command was under Headquarters Command, Allied Force from c. 1 March 43 to c. 15 August 43 and, during that period, would have been shown above as an assigned or attached unit.
- \* Administrative arrangements added during 1943.  
# On Hq NATOUSA matters the command channel came from the Chief of Staff NATOUSA to the Headquarters Commandant.

the authorization for the previous year. These figures for November of these two years are in the last two columns.

<u>OFFICERS</u>					<u>ENLISTED MEN</u>				
Rank	Authorized		Actual		Rank	Authorized		Actual	
	42	43	42#	43@		42	43	42#	43@
Col	3	2	2	2	M/Sgt*	0	4	2	0
Lt Col	4	6	5	3	T/Sgt	0	6	0	3
Maj	7	8	7	8	S/Sgt	0	8	0	4
Capt	10	10	3	6	Tec 3	0	6	2	2
1st Lt	9	6	2	8	Sgt	0	4	0	2
2d Lt	1	0	2	1	Tec 4	0	12	3	3
					Cpl	0	4	0	1
Totals:	34	32	21	28	Tec 5	0	20	6	7
					Pfc	0	11	10	0
					Pvt	0	5	0	0
<u>WARRANT OFFICERS</u>									
CWO	0	1	0	0					
WOJG	0	2	0	0					
Totals:	0	3	0	0		0	80	23	22

	<u>Authorized</u>	<u>Actual</u>
Total Americans (1942):	34	44
Total Americans (1943):	115	50

#### 9. Camp Commandant's Office (British) AFHQ

a. Camp Commandant. Major A. L. Gracie (B) continued to hold the post of Camp Commandant (B) during 1943 and received promotion to the rank of lieutenant colonel on 28 October 1943.<sup>96</sup> The Office of the Camp Commandant had been set up in MAISON CARRE near ALGIERS

95. G-1 NATOUSA file: T/O, AFHQ Old (envelope at end of file), 19 Nov 42.

\* These figures include the 1st sgt as well.

# G-1 NATOUSA file: T/O, AFHQ Old (envelope at end of file), 19 Nov 42.

@ Hq Hq Comd AF Morning Report, 30 Nov 43.

96. WO Auth 119/MS, 2 Dec 43.

in 1942. Additional camps were also established near ALGIERS at 1702 School, BOIS DE BOULOGNE, on 9 June 1943<sup>97</sup> and at BOUZAREA on 27 August 1943<sup>98</sup> under the command of Assistant Camp Commandants.

b. Changes in Functions. There were no major changes in the duties and responsibilities of this office, but, owing to the increased personnel and the establishment of separate camps, the Camp Commandant was responsible for supplying the staff and equipment and controlling twenty-four messes. To meet the general increase in the work, the responsibilities of the office<sup>99</sup> were divided as follows:

(1) Camp Commandant: All major matters of policy, staff, and equipment of messes, promotions, and liaison with heads of services.

(2) Second in Command: All routine matters, casualties,<sup>100</sup> courts-martial, courts of inquiry, and summaries of evidence.

(3) Assistant Camp Commandants: The usual functions and responsibilities of company commanders.

c. Changes in Organization. A chart showing the changes in the organization of the Camp Commandant's

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97. Statement by Capt Oldfield (B), Camp Comdt Office, 29 Oct 43.

98. Effective date of AFHQ WE, NA/174/1.

99. Statement by Maj Keen (B), 2d i/c, Camp Comdt Office, AFHQ, 29 Oct 43.

100. Casualties in the British sense of any item affecting the taking on or striking off strength, or concerning an officer's, nurse's, or soldier's record of service or pay.

Office (B) is shown on the next page.

d. Personnel Changes. The administrative personnel, including batmen and orderlies, who were authorized to the Camp Commandant at AFHQ are shown in the following table:

<u>OFFICERS</u>			<u>WARRANT OFFICERS</u>			<u>OTHER RANKS</u>		
Rank	Oct* 42	Dec# 43	Rank	Oct* 42	Dec# 43	Rank	Oct* 42	Dec# 43
Lt Col		1	WO I	1	1	S/Sgt	2	1
Maj	1	1	WO II	1	3	Sgt	20	31
Capt	1	2				Cpl	9	19
1st Lt	1	2				L/Cpl	3	13
						Pte	293	527
Totals:	3	6		2	4		327	591

1942   1943

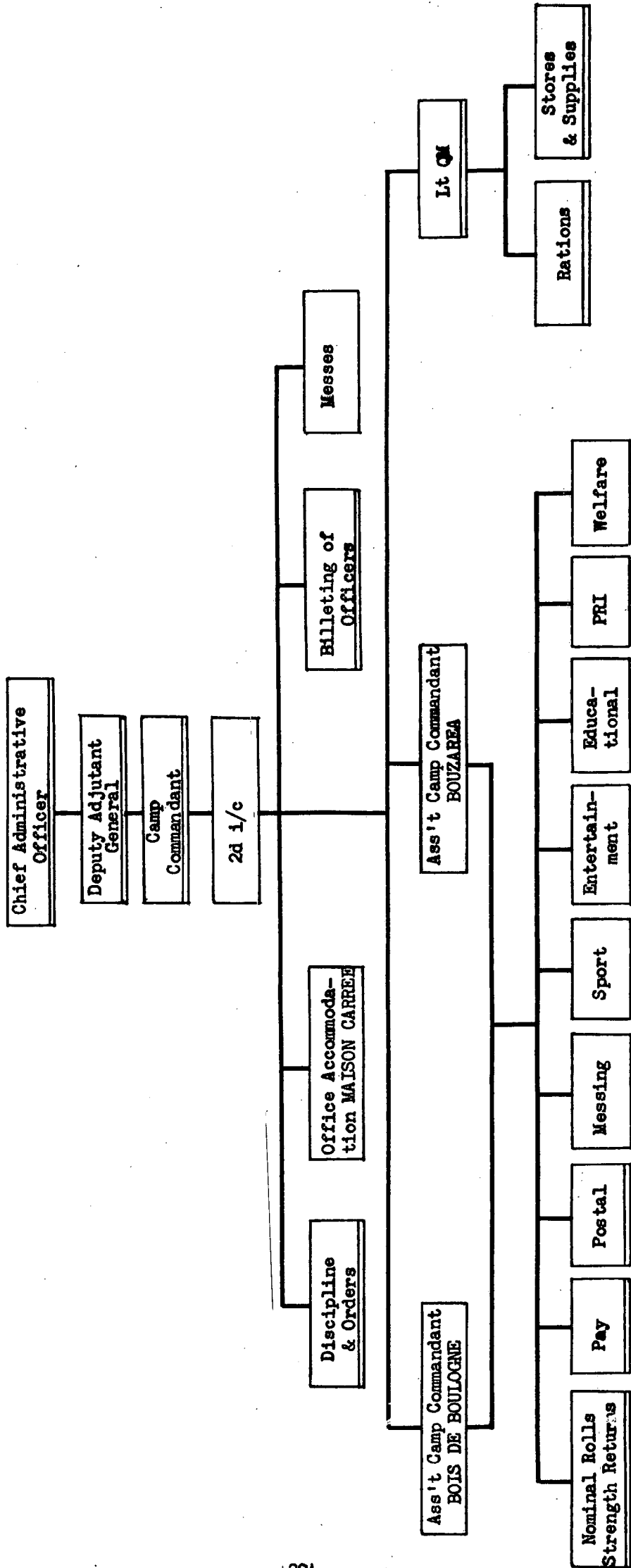
Total British:   332   601

101. Same as footnote 99 above.

\* WE VIII/374/1, 12 Oct 42, which included the Increment to 1st Army (WE VIII/1A/2).

# WE XII/1/4, effective date 1 Dec 43.

CHART OF COMMAND AND ORGANIZATION OF CAMP COMMANDANT'S OFFICE (B)  
November 1943



LEGEND:  
 Command  
 Positions or subsections which had been established in 1942

## Chapter IX

### INTELLIGENCE STAFF ORGANIZATIONS

Brief historical sketches of intelligence staff organizations in 1943 include, of course, accounts of the G-2 sections of AFHQ and Hq NATOUSA, but in the case of AFHQ three other organizations which rightfully fall into this category were established: Information and Censorship Section (INC), Joint Intelligence Committee (JIC), and Joint Intelligence Collection Agency (JICA).

The Censorship Branch of INC would normally be a part of a G-2 section, while the information functions of the other two branches of INC (Psychological Warfare and Public Relations) were closely related to intelligence activities. Therefore it seems only logical to discuss INC in this chapter.

The two other intelligence organizations included in this chapter were similar in name but different in functions and organization. JIC was a genuine joint committee with representatives from most of the services of both Allied nations, while JICA was more like a staff section than a committee, was purely American in personnel and responsibility, and was attached rather than assigned to AFHQ. The differences in their functions will be seen in the accounts below.



## 1. G-2 Section AFHQ

a. Assistant Chiefs of Staff G-2 AFHQ. Brigadier E. E. Mockler-Ferryman (B) continued in this period as ACoS G-2 AFHQ until 25 March 1943 when he was succeeded by Brigadier K. W. D. Strong (B).<sup>1</sup> The latter remained in this assignment throughout the rest of 1943.

b. Changes in Functions of G-2 AFHQ. For the most part the functions of G-2 AFHQ remained in 1943 as they had been determined in 1942.<sup>2</sup> In the elaboration of these functions during 1943, however, some more detailed responsibilities devolved upon the Section, which was given control and supervision of the following intelligence agencies which were not an organic part of the Section:<sup>3</sup>

Counterintelligence Corps (American) (CIC)  
In the Combat Zone.

Field Security Personnel (British) (FSP)

Central Interpretation Unit (British) (CIU)

Air Liaison Section (British) ("Q" AL)

Combined Services Detailed Interrogation Center  
(CSDIC)

Special Liaison Unit (British) (SLU)

Special Communications Unit No 5 (British) (SCU)

Inter-Service Liaison Detachment (British) (ISLD)

The function of control and direction of military and civilian censorship, however, was transferred from

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1. AFHQ GO No 27, 25 Mar 43.

2. See AR 10-15, 13 July 42, par 8; FM 101-5, 19 Aug 40, par 15; and History of AFHQ, pt I, pp 46-47.

3. Memo, G-2 AFHQ to SGS AFHQ, 9 Aug 43. Crane Report, Charts Nos 8-10, 28 Sep 43.

G-2 AFHQ to INC Section AFHQ on 5 January 1943.<sup>4</sup> Likewise at about the same time the responsibility for engineer intelligence in the Communications Zone was given to the Chief Engineer.<sup>5</sup> Later in this same period, on 3 August 1943, direction of the Advance Headquarters "A" Force was transferred from G-2 AFHQ to G-3 AFHQ with the following assurances given to G-2 concerning the Force's operations:<sup>6</sup>

(a) No appreciation which deals with the enemy may be issued without prior submission to G-2.

(b) Agents whether they are used for deception or otherwise will be under the control of G-2. G-2 will nominate for the use of "A" Force agents when available who are considered suitable for deception purposes and will continue to be responsible for their control and maintenance. "A" Force will submit to G-2 all information they wish to transmit through such nominated agents.

(c) The requirements of security will take precedence over the requirements of deception.

In October 1943 the G-2 Section was given control of the Italian Mission to AFHQ.<sup>7</sup>

c. Changes in the Organization of G-2 AFHQ. On 1 February 1943 two changes were made in the names of the two principal subdivisions of G-2: the Combat Intelligence subdivision was renamed Operational Intelligence, while the Security Intelligence subdivision was renamed Counterintelligence. This alteration was brought about

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4. AFHQ Staff Memo No 1, 5 Jan 43, par 1.

5. AFHQ Adm Memo No 6, 17 Jan 43.

6. Ltr, Maj Gen Rooks to Col Dudley Clark, 3 Aug 43 (G-3 AFHQ file: 74/1).

7. Memo, G-2 to Liaison Sect, 8 Oct 43 (G-3 AFHQ file: 46/5.1).

because so much confusion arose from the abbreviation "CI" in respect to both Combat Intelligence and Counter-<sup>8</sup>intelligence. The other changes in the G-2 Section's<sup>9</sup> organization are shown by the chart on the next page.

d. Personnel. G-2 AFHQ remained a combined and integrated American--British staff section throughout 1943. The authorized American and British personnel at the date nearest to, or in, November 1943 are shown in the following table:

<u>OFFICERS</u>					<u>ENLISTED MEN</u>				
Rank	Am Nov* 42	Nov# 43	Oct <sup>x</sup> 42	Dec <sup>@</sup> 43	Rank	Am Nov* 42	Nov# 43	Oct <sup>x</sup> 42	Dec <sup>@</sup> 43
Gen &					M/Sgt	1	4		
Col	1	2	1	2	T/Sgt	1	9		
Lt Col	1	4	3	5	S/Sgt	3	7	1	1
Maj	2	10	6	12	Tec 3	2	5		
Capt	7	19	6	10	Sgt		7	3	6
1st Lt	7	7	11	20	Tec 4	5	12		
2d Lt		5			Cpl	1	3	7	12
					Tec 5	3	13		
Totals:18		47	27	49	Pfc		14	4	7
					Pvt		7	3	8
<u>WARRANT OFFICERS</u>									
CWO		1	1	1					
WOJG		1	1	3					
Totals:		2	2	4		16	81	18	34

	<u>1942</u>	<u>1943</u>
Total Americans:	34	130
Total British :	47	87
COMBINED TOTALS:	81	217

8. Memo, G-2 AFHQ to AG AFHQ, 26 Jan 43 (G-2 AFHQ file: 106/4).

9. From chart appended to memo, G-2 AFHQ to SGS AFHQ 9 Aug 43 and from Crane Report, Charts Nos 8-10, 28 Sep 43

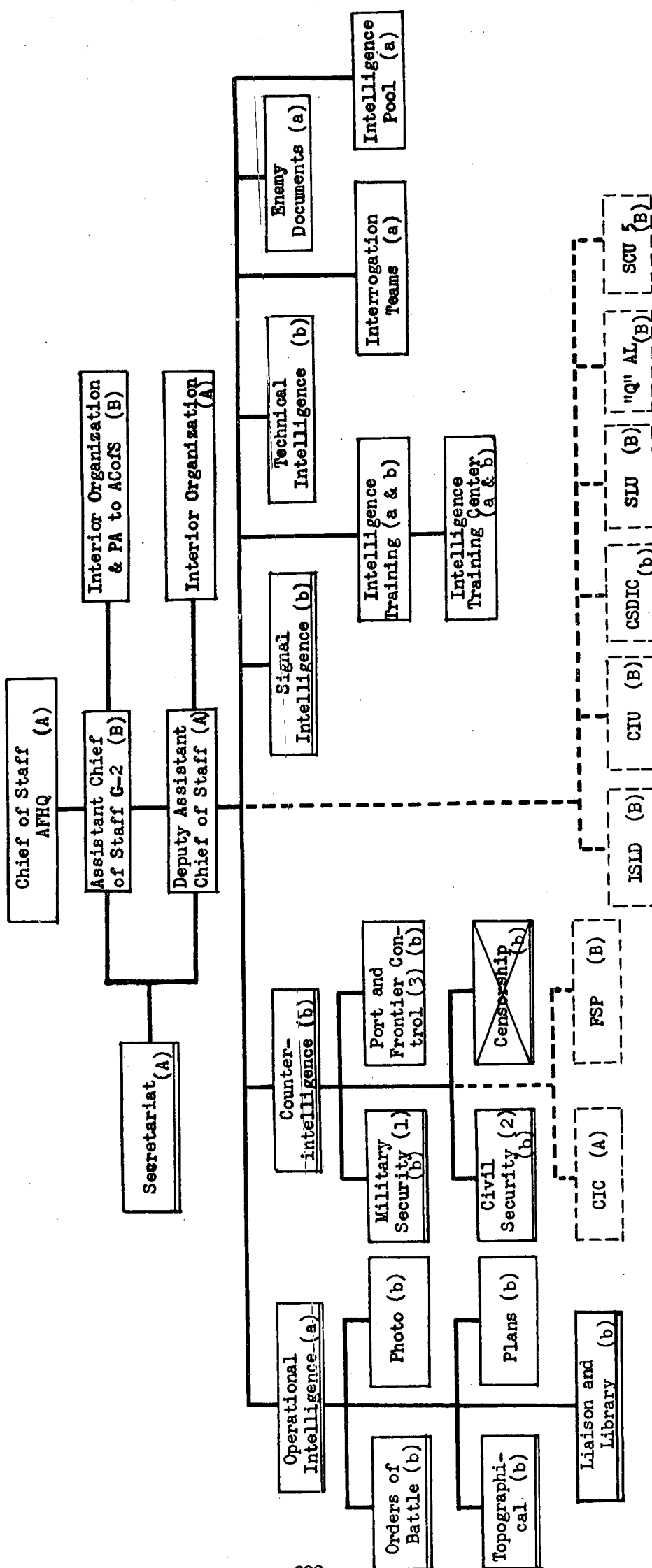
\* Personnel statistics from table, 19 Nov 42, in envelope at back of G-1 MTOUSA file: T/O AFHQ Old.

# Memo, AG NATOUSA to G-2 AFHQ, 21 Aug 43 (AG NATOUSA file: 321.3-134).

x AFHQ WE, VIII/374/1, wef 12 Oct 42.

@ AFHQ WE, XII/1/4, wef 1 Dec 43 (AG AFHQ file: 321-1 AFHQ).

ORGANIZATION CHART OF G-2 SECTION AFHQ  
August 1943



## 2. G-2 Section (American) NATOUSA

a. Activation. The constitution of G-2 NATOUSA occurred on 4 February 1943 when the senior American officer of G-2 AFHQ was designated as ACofS G-2 NATOUSA<sup>10</sup> and when the American component of G-2 AFHQ began to serve also as G-2 Section NATOUSA.<sup>11</sup> On 8 May 1943, however, G-2 NATOUSA was constituted as a section distinct from the American component in G-2 AFHQ.<sup>12</sup>

b. Assistant Chiefs of Staff, G-2 NATOUSA. Lieutenant Colonel Charles C. Sloane, Jr. (A), the Deputy ACofS G-2 AFHQ, served as the first ACofS G-2 NATOUSA<sup>13</sup> from 4 February to 4 April 1943. At that time he was succeeded by Colonel Thomas E. Roderick (A) who assumed the duties both of Deputy ACofS G-2 AFHQ and of ACofS G-2 NATOUSA.<sup>14</sup> On 9 May 1943 Colonel Roderick was relieved of his additional duties with NATOUSA by the assignment of Colonel Theodore E. T. Haley as ACofS G-2 NATOUSA,<sup>15</sup> an assignment which the latter held throughout the remainder of 1943.

c. Functions. The functions of G-2 NATOUSA, as distinguished from those of G-2 AFHQ, and the relations of G-2 NATOUSA with G-2 AFHQ, with armies in the field, and with the American base sections were clearly and briefly stated in the NATOUSA Administrative Memorandum

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10. NATOUSA GO No 1, 4 Feb 43, sect V.
  11. 1st Ind reply, Hq NATOUSA to CG ABS, 22 May 43.
  12. NATOUSA GO No 28, 8 May 43, sect III.
  13. NATOUSA GO No 1, 4 Feb 43, sect V. Statement of Col C. C. Sloane, Jr., 26 Jan 45.
  14. AFHQ SO No 72, 4 Apr 43.
  15. NATOUSA GO No 30, 9 May 43.

of 2 August 1943 quoted below:

The Assistant Chief of Staff, G-2 this headquarters, will:

(1) Be governed by the general intelligence and counterintelligence policies of AFHQ and work in close co-ordination with the Assistant Chief of Staff G-2 AFHQ.

(2) Receive intelligence and security advice furnished by the Assistant Chief of Staff G-2 AFHQ particularly with regard to ports in US base section areas.

(3) Exercise staff supervision over intelligence and counterintelligence matters pertaining to US base sections and units assigned or attached thereto.

(a) Decentralization of intelligence and counterintelligence control to subordinate commanders will be normal.

(b) Intelligence and counterintelligence directives to US base sections, initiated by the Assistant Chief of Staff G-2 this headquarters, will be cleared through command channels. Intelligence and counterintelligence reports and information will be cleared through intelligence channels.

(c) The Assistant Chief of Staff G-2, this headquarters, will be in the direct intelligence and counterintelligence channel for ascending and descending reports, directives, and information between Assistant Chief of Staff G-2 AFHQ and the Assistant Chief of Staff G-2s of US base sections.

(4) Maintain liaison and co-operate with intelligence and security agencies of other Allied forces operating in the Theater except within the Combat Zone.

(5) Exercise staff supervision over the following:

(a) US Army CIC personnel assigned or attached to US base sections and US base section units.

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16. NATOUSA Adm Memo No 9, 2 Aug 43. The italics are the writer's.

(b) US Army personnel assigned to countersubversion functions in US base sections and US base section units.

(c) US mail base censor detachments.

(d) Prisoner of war mail censorship units.

(e) Censorship of US troop personal telegrams, cablegrams, and radio-grams.

d. Organization. The organization of the G-2 Section NATOUSA as it appeared in September 1943 is shown by the chart on the following page.<sup>17</sup>

e. Personnel. The authorized personnel of G-2 NATOUSA, shown in the table below, does not include the officers and men allotted to the US Mail and POW censorship detachments (which were transferred to the 6705th Censorship Co (Provisional), after 25 October 1943) nor the CIC personnel (which had a separate WD allotment). The authorized personnel for supervision and administration in G-2 Section NATOUSA in November 1943 is shown in the following table:<sup>18</sup>

<u>OFFICERS</u>	<u>WARRANT OFFICERS</u>	<u>ENLISTED MEN</u>
<u>Rank</u>	<u>Rank</u>	<u>Rank</u>
Col 2	CWO 1	Tec 3 2
Lt Col 2		Tec 4 3
Maj 2		Tec 5 3
Capt 5		Pfc 1
1st Lt 2		Pvt 1
Totals: 13	1	10

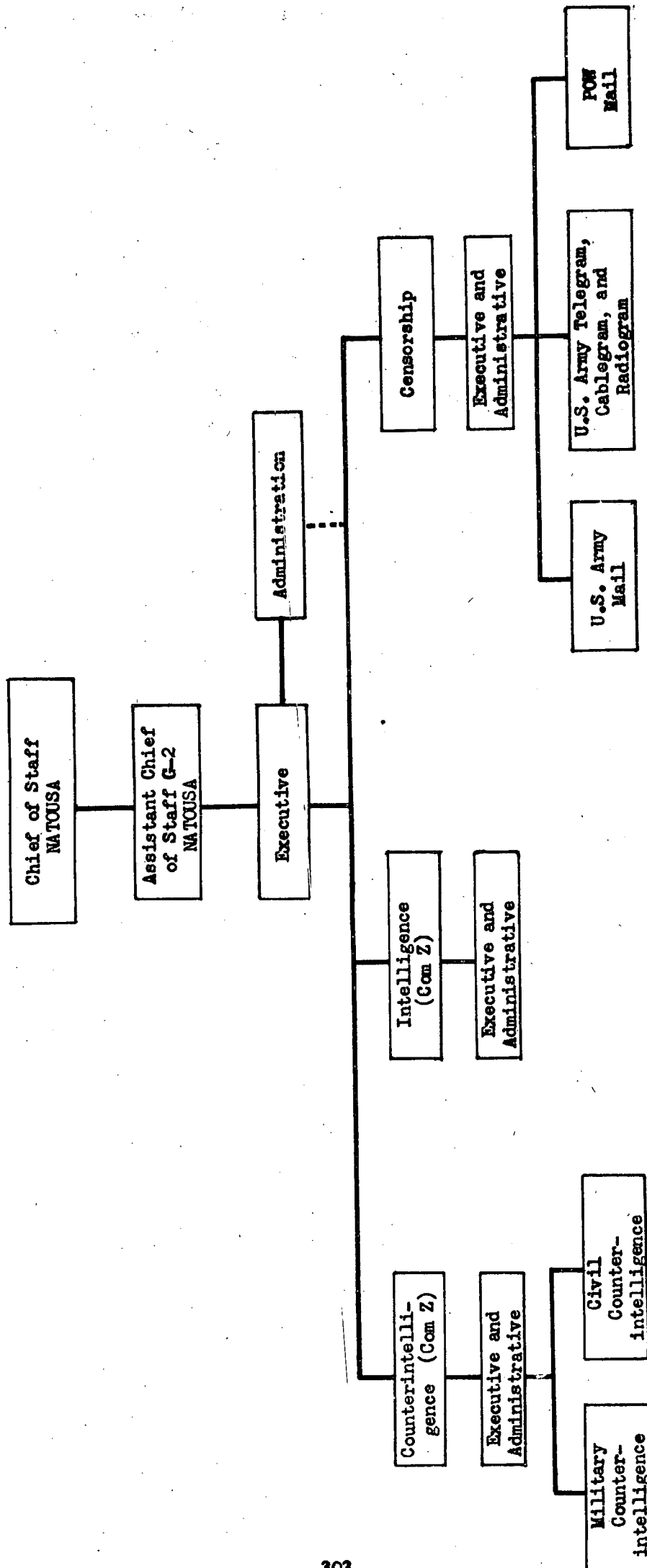
Total Americans: 24

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17. Crane Report, Chart No 51, 28 Sep 43.

18. Memo, AG NATOUSA to G-2 NATOUSA, 25 Oct 43 (AG NATOUSA file: 200.3/134 A-0).

ORGANIZATION CHART OF G-2 SECTION NATOUA  
September 1943



LEGEND:

————— Command

----- Administrative service



3. Information and Censorship Section (INC)

AFHQ--NATOUA

a. Activation. The INC Section AFHQ was established on 5 January 1943 with the responsibility for Allied censorship, public relations, and psychological warfare.<sup>19</sup>

b. Chief of INC Section. Brigadier General Robert A. McClure (A) was Chief of the INC Section from 5 January to 3 November 1943.<sup>20</sup> He was succeeded by Colonel Arthur J. McChrystal (A) who continued in that assignment throughout the remainder of 1943.<sup>21</sup>

c. Functions. The functions of the Information and Censorship Section involved the control of information under three aspects: censorship, propaganda, and news. Each of these activities had its own special branch within INC, i.e., Censorship Branch (transferred from G-2), Psychological Warfare Branch (transferred from Civil Affairs Section), and Public Relations Branch (the former separate Public Relations Section).<sup>22</sup>

The censorship functions of INC were:

(1) To advise the C-in-C on all matters pertaining to censorship in the Theater.

(2) To formulate policies for, plan, control, and supervise the follow-

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19. AFHQ Staff Memo, No 1, 5 Jan 43, par 1.

20. Ibid., par 3. AFHQ GO No 64, 13 Nov 43.

21. AFHQ GO No 64, 13 Nov 43.

22. AFHQ Cir No 19, 9 Feb 43, sect III. Crane Report, Chart No 27, 28 Sep 43.

ing censorship activities in the Theater:

(a) American and British military  
censorship of mail, telegrams, and  
23  
cables.

(b) Censorship of prisoner of war  
23  
mail.

(c) Field press censorship.

(d) Liaison with, and censorship  
of, the French African press, news agen-  
cies, and radio.

(e) Liaison with the French Service  
24  
des Contrôles Techniques for the cen-  
sorship of all communications. All dis-  
semination to Allied agencies and author-  
ities of information obtained from French  
communication censorship was to be done  
by Censorship Branch of INC.

(f) Collection and examination of  
captured enemy civilian and military mail.

(g) Local press censorship in oc-  
cupied territories outside French NORTH  
AFRICA and CORSICA.

(h) Communication censorship in oc-  
cupied territories outside French NORTH

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23. On the American side these functions were transferred to G-2 NATOUSA on 13 June 43 with the exception of the formulation of general policy on military and POW censorship. See NATOUSA GO No 40, 13 June 43 and Crane Report, Chart No 27, 28 Sep 43.

24. Service des Contrôles Techniques was the French censorship organization for the Services des Postes, Télégraphes, et Téléphones (PTT).

## AFRICA and CORSICA.

As a sequel to the pioneering experiences of World War I, the propaganda techniques of World War II, designed primarily to demoralize the enemy, became much more refined and developed, especially on the side of radio broadcasting. This expanded emphasis under the inspiration of the American OWI and the British PWE led to the establishment of an entire staff subdivision for psychological warfare at AFHQ--first under Civil Affairs Section, later under INC Section--whose detailed functions in 1943 were:

- (1) To advise the Allied C-in-C on all psychological warfare matters.
- (2) To co-ordinate the joint directives of the American Office of War Information and the British Psychological Warfare Executive with the propaganda plans of the Allied C-in-C.
- (3) To work in close co-operation with field commanders and army civil affairs authorities in matters of combat and rear area propaganda.
- (4) To formulate policies for, plan, control, and supervise the following psychological warfare activities for the purposes of demoralizing the enemy and sustaining the morale of the supporters of the Allies:

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25. Statements of functions of the PWB of INC are found in AFHQ Staff Memo No 56, 11 July 43; Ltr PWB to DCoFS, 21 Oct 43 (SGS AFHQ file: 312-17); AG Ltr to All Concerned, 21 Feb 44 (AG AFHQ file: 321-1 (PWB) INC-AGM); and Crane Report, Chart No 28, 28 Sep 43.

(a) Collection and evaluation of psychological warfare information and intelligence.

(b) Preparation, production, and dissemination of all Allied propaganda.

(c) Arrangements for use of facilities of other arms and services for the dissemination of propaganda material.

(d) Surveys of public opinion in occupied territories.

(e) Regulation of the political tone of newspapers and radio broadcasts in occupied territories. (This function was not to be confused with censorship in the interest of military security, which was the responsibility of Censorship Branch.)

The functions of the Public Relations Branch of  
26

INC were:

(1) To advise the Allied C-in-C on all public relation matters dealing with the collection and dissemination of news of the Theater by press, film, and radio.

(2) To formulate policies for, and direct the following activities of, the Public Relations Branch:

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26. AFHQ Cir No 53, 3 July 43, sect II. AFHQ Intell Instr No 8, 1 Oct 42. Statement of Lt Col Clark (PRO), 7 Oct 44. Crane Report, Chart No 29, 28 Sep 43. History of AFHQ, I, 77-78.

(a) Supervising the newspaper correspondents, photographers, and radio commentators accredited to the Theater.

(b) Conducting and accompanying the war correspondents and photographers in combat areas.

(c) Assisting field commanders in assuring the observance of their restrictions on news correspondents and photographers.

(d) Arranging housing, feeding, transportation, and equipment facilities for correspondents, photographers, and news commentators in the Theater.

(e) Arranging daily press conferences for the orientation of correspondents and commentators.

(f) Co-ordinating first with G-3 and then with G-2 and the Air and Naval services the formulation and transmission of communiques to correspondents and commentators.

(g) Assuring the passage of all press copies, releases, photographs, and film through field or headquarters press censorship.

(h) Supervising the transmission of news, photographs, and films at all stages within the Theater and between the Theater and the home areas of the UNITED KINGDOM and the UNITED STATES.

(i) Supervising the pooling of

stories by correspondents and assuring a balanced news coverage of the operations as a whole.

(j) Gathering all possible data concerning the death, injury, or capture of news correspondents and photographers.

d. Organization. The organization of INC, very elaborate because of many functions performed by its three distinct branches, is shown by the chart on the next page.

e. Personnel. The authorized personnel for INC (including that for Censorship, PWB, and PRB) on 1 December 1943 is shown on the following table:

<u>OFFICERS</u>			<u>WARRANT OFFICERS</u>			<u>ENLISTED MEN</u>		
	Am*	Br#		Am*	Br#		Am*	Br#
Rank	Nov 43	Dec 43	Rank	Nov 43	Dec 43	Rank	Nov 43	Dec 43
Gen & Col	6	1	CWO		1	M/Sgt	4	
Lt Col	6	1	WOJG	1		T/Sgt	8	
Maj	12	7				S/Sgt	6	1
Capt	13	16				Tec 3	2	
1st Lt	16	6				Sgt	6	4
						Tec 4	12	
						Cpl	3	10
						Tec 5	13	
						Pfc	23	8
						Pvt	13	58
Totals:	53	31		1	1		90	81

1943

Total Americans: 144  
Total British : 263#  
COMBINED TOTALS: 407

27. Crane Report, Charts Nos 26-29, 28 Sep 43.

\* AG NATOUSA ltr to INC, 22 Nov 43 (AG NATOUSA file: 200.3-140).

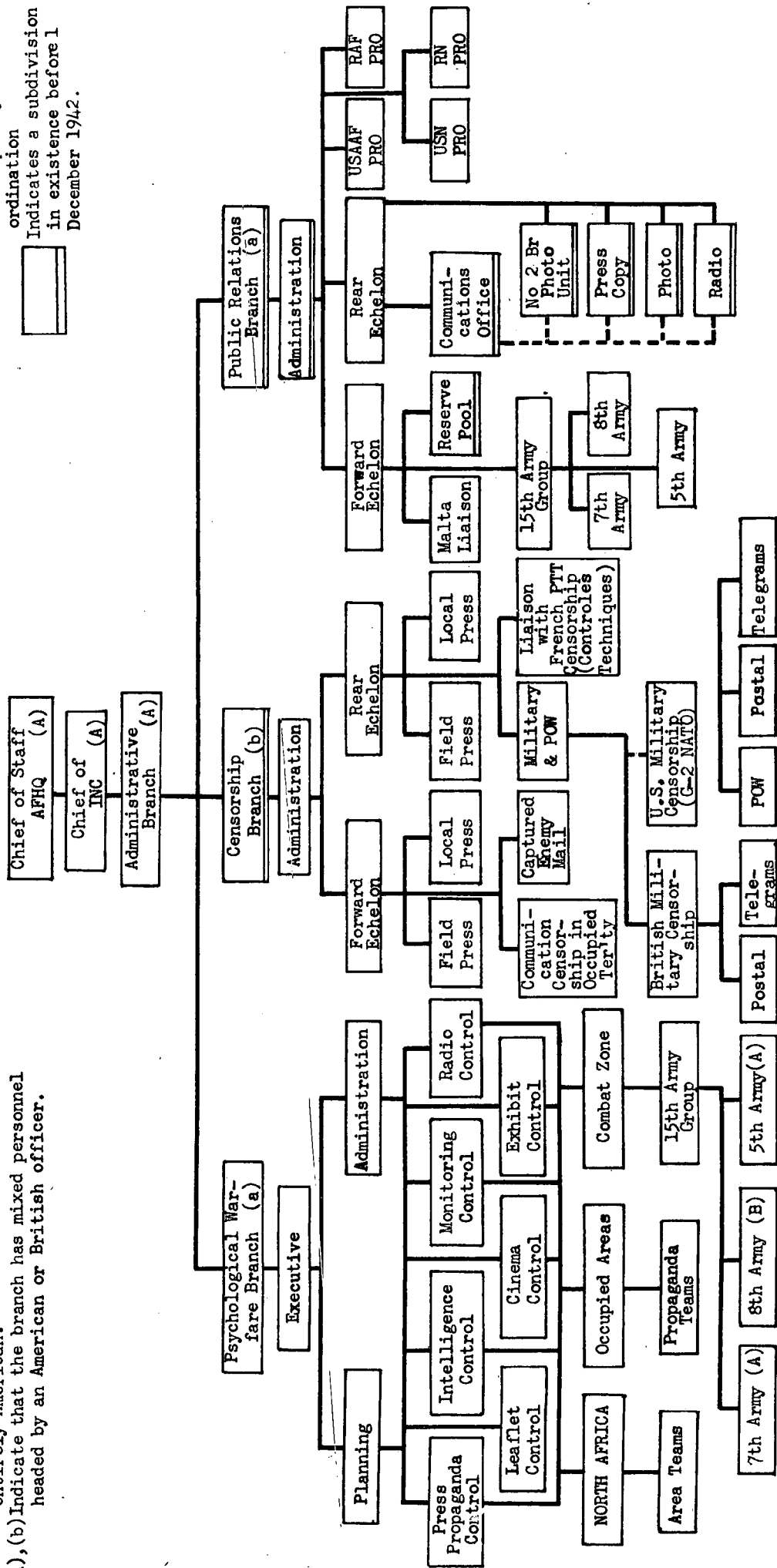
# AFHQ WE XII/1/4, wef 1 Dec 43 (Censorship personnel); AFHQ WE NA/195/1, wef 11 Nov 43 (No 2 Public Relations personnel). There was no AFHQ WE for British Psychological Warfare personnel and no extant roster by ranks of British personnel actually on duty with PWB in Nov 43. Consequently the actual British PWB personnel in Nov 43 (150 in all) can be shown only in the totals at the bottom of the Table. The over-all British statistics were furnished by Capt G. B. Kaiser of PWB, 23 Mar 45.

ORGANIZATION OF INFORMATION AND CENSORSHIP SECTION AFHQ  
September 1943

NOTE:

- (A) Indicates that the office or subdivision was entirely American.  
(a),(b) Indicate that the branch has mixed personnel headed by an American or British officer.

LEGEND:  
— Command  
--- General policy and coordination  
Indicates a subdivision in existence before 1 December 1942.



#### 4. Joint Intelligence Committee (JIC) AFHQ

a. Activation. Unlike most joint committees of AFHQ, the Joint Intelligence Committee had a long existence before its more formal activation. Since General Eisenhower was in command of the combined Army, Navy, and Air forces, it was logical that there should be some organization to co-ordinate the intelligence activities of the three services of the UNITED STATES and the UNITED KINGDOM. Joint intelligence co-ordination already existed in the War Department and the War Office, and a corresponding JIC for AFHQ was taken for granted<sup>28</sup> by General Eisenhower as early as 6 August 1942. By informal arrangement (without an official directive) a JIC for AFHQ came together, and in January 1943 Brigadier Mockler-Ferryman (B) (the AcofS G-2 of AFHQ) reported as follows:

The Air and Naval Intelligence Sections form part of the staffs of the Air and Naval Cs-in-C, but work in close touch with G-2. A combined intelligence report is issued daily and weekly.

An officer from each of the Operational Intelligence (G-2), Air and Naval Intelligence Staffs meet at frequent intervals as a 'Joint Intelligence Committee'...<sup>29</sup>

Finally in April 1943 a more definite form was given to<sup>30</sup> the Committee.

b. Chairmen of the JIC. As ACsofS G-2 at AFHQ,

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28. Cable No 941, Eisenhower to Marshall, 6 Aug 42.

29. Memo, ACofS G-2 to CofS AFHQ, subject: "Intelligence Organization at AFHQ," 27 Jan 43 (G-2 AFHQ file: 106/4).

30. Statement of Maj R. N. Tandler (A), 14 Sep 44.



Brigadier E. E. Mockler-Ferryman (B), until 25 March 1943, and Brigadier K. W. D. Strong (B), for the balance of 1943, were successively Chairmen of the JIC.<sup>31</sup>

c. Functions of the JIC. The functions of the JIC as determined from time to time were the following:

(1) To co-ordinate the intelligence activities of the American and British Army, Navy and Air services<sup>32</sup> in the Theater.

(2) To advise the Allied C-in-C on future intelligence planning and on the institution of new, or expansion of established, intelligence activities.<sup>33</sup>

(3) To write estimates and to prepare papers which concern the American and British intelligence activities<sup>34</sup> of the three services.

(4) To issue daily and weekly combined intelligence reports.<sup>35</sup>

(5) To direct the activities of the Combined Services Detailed Interrogation Center (CSDIC).<sup>36</sup>

(6) To direct the activities of Advance Headquarters "A" Force.<sup>37</sup>

(7) To control and supervise the Italian Sources Subcommittee whose duties were

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31. Ibid.; and AFHQ GO No. 27, 25 Mar 43.

32. Cable No 941, Eisenhower to Marshall, 6 Aug 42.

33. Ibid.

34. See footnote 29 above.

35. See footnote 29 above.

36. Memo, G-2 AFHQ to CofS AFHQ, 4 Aug 43 (SGS AFHQ file: 312-3).

37. Ibid.

to examine, co-ordinate, and forward all requests for information to the Allied Military Mission accredited to the Italian Government with a view to preventing unnecessary overlapping of requests by the various Allied intelligence departments and sections concerned. The above procedure does not apply to any operational intelligence which may be required by formations and units in the field for their immediate use.<sup>38</sup>

d. Organization. The organization of JIC in November 1943 is shown by the chart on the next page.<sup>39</sup>

e. Personnel. The JIC did not have a table of organization or a war establishment. Its personnel consisted of representative members assigned to various staff sections. It is not possible to ascertain the names of all persons attending the weekly meetings of the JIC, but those who attended them most consistently in 1943 were:<sup>40</sup>

Brigadier K. W. D. Strong (B), ACofS G-2  
(Chairman)

Colonel Thomas E. Roderick (A), DACofS G-2

Air Commodore F. Woolley (B) of RAF

Lieutenant Colonel W. P. Dixon (A) of US NAAF

Captain H. H. Bousfield (B) of RN

Captain R. N. Tandler (A) of US NAAF (Secretary)

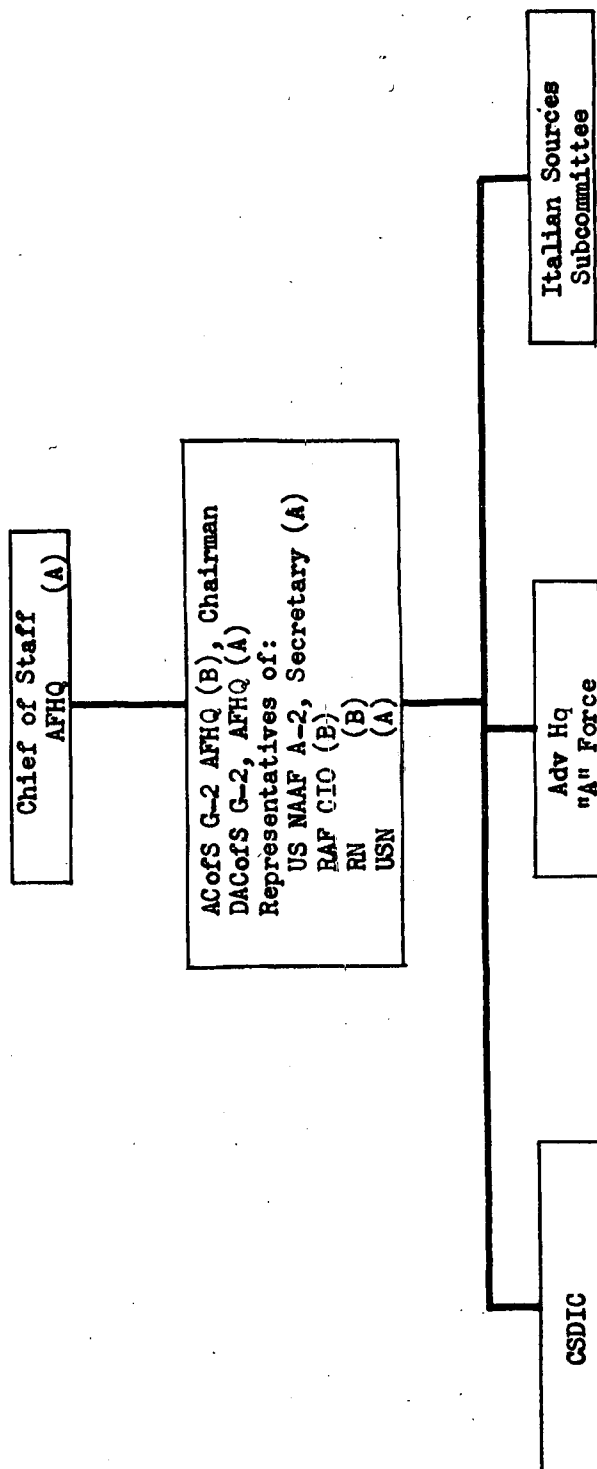
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38. Memo, G-2 AFHQ to CofS AFHQ, 15 Sep 43 (SGS AFHQ file: 312-3).

39. The information for the organizational chart of JIC was obtained from: Statement of Maj R. N. Tandler (former Secy of JIC), 14 Sep 44; see also footnotes 29, 36, and 38 above.

40. See footnote 30 above.

ORGANIZATION CHART OF JOINT INTELLIGENCE COMMITTEE (JIC) AFHQ  
November 1943



5. Joint Army--Navy Intelligence Collection Agency  
(American) AFHQ

a. Activation. The Joint Army--Navy Intelligence Collection Agency (JICA) AFHQ was a totally American organization established within the North African Theater with the arrival of its first contingent at AFHQ from WASHINGTON on 24 February 1943.<sup>41</sup> Since its principal mission was to serve the intelligence agencies of the American War and Navy Departments at WASHINGTON, the personnel of JICA--or JICANA, as this particular agency was frequently called--was merely attached for duty with AFHQ and not assigned.<sup>42</sup>

b. Chairmen of JICA. Until 18 September 1943, each of the three subdivisions of JICA--Army (Ground), Air, and Navy--had its own chief who co-ordinated very closely with others in all the activities of his section, while no one individual was officially responsible for all the functions. However, the Chief of the Army (Ground) Section, Colonel Frederick D. Sharp, became the first Chairman of JICA on 18 September<sup>43</sup> and continued in that capacity until 29 November 1943 when he left for WASHINGTON.<sup>44</sup> His successor, Colonel Byron R. Switzer, was Acting Chairman<sup>45</sup> until his appointment as

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41. AG AFHQ Personnel file: 201, Sharp, Frederick D. (Off).

42. Statements of Col Switzer, Chairman of JICA, AFHQ on 13 Feb 45.

43. WD G-2 ltr to Chiefs of Sections, JICA, 18 Sep 43.

44. Cable No W6457, Switzer to WD, 29 Nov 43; NATOUA ltr order to Col F. D. Sharp, 25 Nov 43.

45. Cable No 3276, Strong to Sharp, 23 Nov 43 (G-2 AFHQ file: 106/17).

Chairman was announced with effect from 7 December  
46  
1943.

c. Functions. The JICA activities, in contrast to those of G-2 and JIC, emphasized the collection of information on political and economic conditions and natural features of enemy-occupied countries. The functions listed below, for 1943, are an elaboration of these  
47  
general activities:

(1) To collect information from Allied Force Headquarters, Commander-in-Chief Mediterranean, and Mediterranean Air Command and forward this material to the War and Navy Departments, WASHINGTON, D. C.

(2) To obtain from the Navy and War Departments such information as is requested by the above headquarters (AFHQ).

(3) To pass to the above headquarters such information as concerns them.

(4) To prepare such political, geographic, and economic reports as may be requested by the War and Navy Departments.

The functions of JICA did not include the collection of combat intelligence from units in the field nor participation in counterintelligence activities.

d. Organization. The organization of the JICA Section at AFHQ is shown by the chart on the next  
48  
page.

e. Personnel. The approved table of organization for the Army (Ground) and Air personnel of the JICA

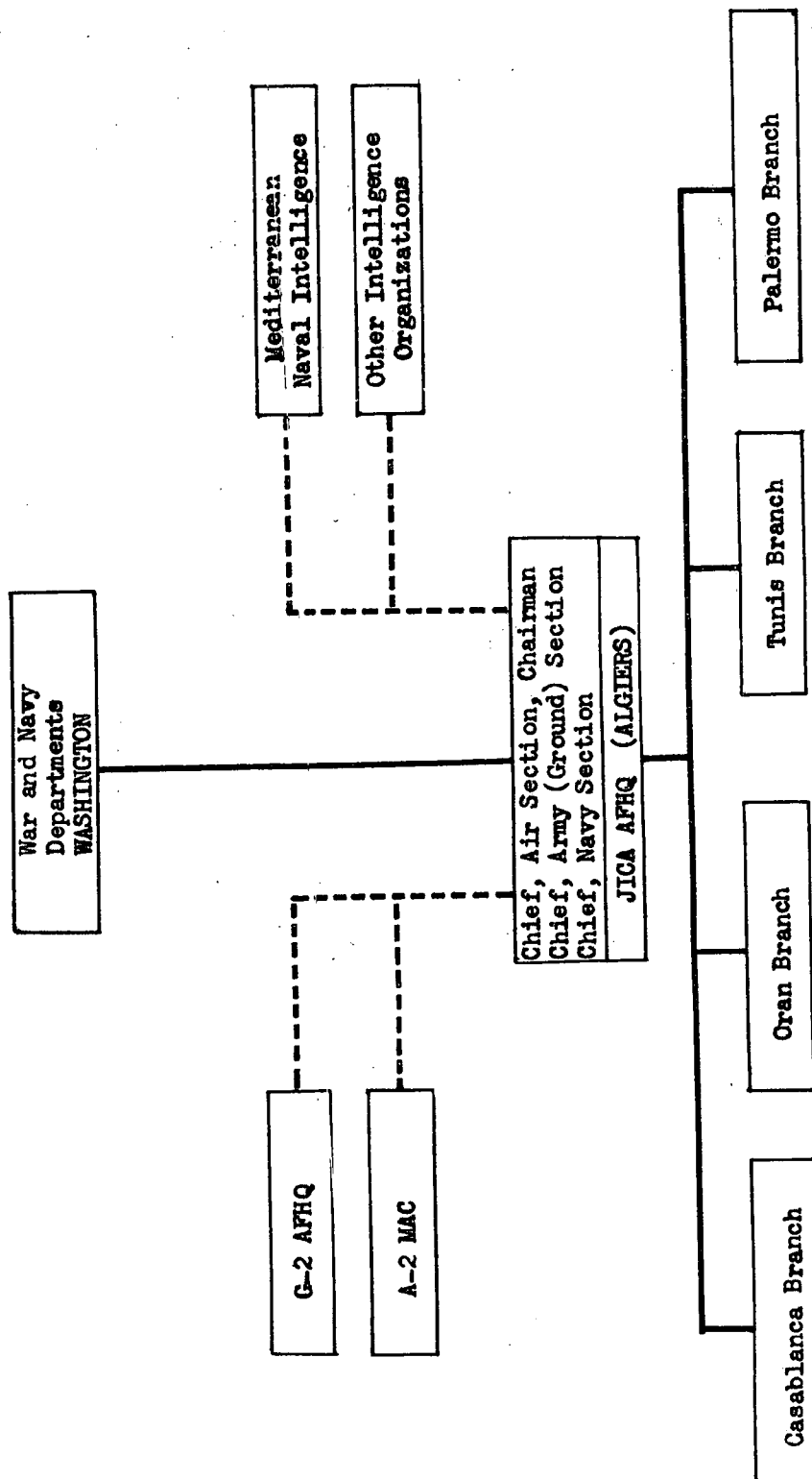
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46. JICA AFHQ Memo No 17, 9 Jan 44 (AG AFHQ Personnel file: 201, Switzer, Byron R. (Off)).

47. AFHQ GO No 37, 30 May 43.

48. Statements by Col Switzer, Chairman of JICA AFHQ on 13 Feb 45.

ORGANIZATIONAL CHART OF JICA AFHQ  
November 1943



LEGEND:

— Command and channels of information within JICA.

----- Channels of information outside of JICA.

Section, which was in effect during November 1943, is<sup>49</sup> shown in the table below. All personnel were American.

<u>OFFICERS</u>		<u>ENLISTED MEN</u>	
<u>Rank</u>	<u>Nov 43</u>	<u>Rank</u>	<u>Nov 43</u>
Col	2	T/Sgt	1
Lt Col	1	S/Sgt	2
Maj	4	Tec 4	3
Capt	7	Cpl	2
1st Lt	2	Tec 5	4
2d Lt	1	Pfc	1
Totals:	17		13

Total Americans: 30

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49. MIS WD Ltr 220.6 to JICANA, 16 Sep 43. For the purposes of this history, naval personnel statistics are not included.

## Chapter X

### OPERATIONS STAFF ORGANIZATIONS

In 1943, in addition to the two G-3 sections of AFHQ and Headquarters NATOUSA, there were eight other staff organizations of one type or another which performed functions closely related to those of operations and training. The discussions of these eight are included in this chapter in two groups: those related to operational planning and those related to advising and supervising particular operational services in the field. In the first group were the Joint Planning Staff and the Executive Planning Section which played such important roles in the formulation and co-ordination of operational plans that they are treated immediately after the general staff sections. In the second group only the Antiaircraft and Coast Defense Section was a purely AFHQ special staff section with certain operational responsibilities for the type of unit with which it was concerned. None of the others was actually located in the Headquarters. The British Military Training Directorate (at CONSTANTINE), while responsible to ACoFS G-3 AFHQ for supervising the training of British forces, was also the representative of the Director of Military Training, War Office, and dealt directly with the War Office on British training matters. The brigadiers of Royal Armoured Corps, Royal Artillery (later incorporated in the joint American and British Field Artillery Section), Infantry, and Hq Airborne Forces (all at CHERAGAS) were appointed as advisors on matters pertain-



ing to their own particular branch of the army without operational powers. These advisors kept in close touch with the Training Section of G-3 AFHQ and submitted their suggestions through G-3 AFHQ.

#### 1. G-3 Section AFHQ

a. Assistant Chiefs of Staff G-3 AFHQ. Brigadier General L. L. Lemnitzer (A) continued as ACofS G-3 AFHQ<sup>1</sup> until 13 December 1942 when he was succeeded by Brigadier General Lowell W. Rooks (A),<sup>2</sup> who continued in that assignment throughout the remainder of 1942 and the entire year of 1943. General Rooks was promoted to the rank of major general on 3 June 1943.<sup>3</sup> From 4 February to 8 May 1943 he also served as ACofS G-3 NATOUSA.<sup>4</sup>

b. Changes in Functions. The functions of G-3 AFHQ were much the same during 1943 as they had been in 1942.<sup>5</sup> However, certain modifications and elaborations did occur. G-3 AFHQ was to co-ordinate the action and obtain decisions from all other staff sections on the following matters:

(1) The composition of Allied Force with the object of insuring that it is a correctly balanced force.

(2) The composition of the troop units in KM and UG convoys.

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1. AFHQ SO No 73, 13 Dec 42, par 3.
  2. AFHQ GO No 27, 14 Dec 42.
  3. WD SO No 160, 9 June 42, par 1.
  4. NATOUSA GO No 1, 4 Feb 43, sect V. Ibid., No 28, 8 May 43, sect I.
  5. FM 101-5, 19 Aug 40, par 16. See also AFHQ History, I, 47-49.

(3) Scales of reserves.

(4) Tables of Organization and Troop Lists.

(5) Tables of Basic Equipment.

(6) Priority of issue of equipment in short supply.

(7) Policy governing the expenditure of ammunition.

(8) The development of weapons and equipment.<sup>7</sup> The Section also had the responsibility for general direction of the advisors (British) of Royal Armoured Corps, Royal Artillery, Infantry, and Airborne Troops.<sup>8</sup> It co-ordinated the British training activities with the British Military Training Directorate.<sup>9</sup> G-3 was also to supervise the activities of "A" Force in the Theater in the same manner as it was already supervising OSS and SOE activities.<sup>10</sup>

In addition to these elaborations of functions, G-3 AFHQ received, on 3 August 1943, the responsibility for the supervision of the operations of the Advance Headquarters "A" Force, previously under the supervision of G-2 AFHQ. Within the G-3 Section, the Advance Hq "A" Force was to come directly under the Operation Subsection.<sup>11</sup> The basis of co-ordination between G-2 and G-3 on "A" Force matters is shown above in the discussion of G-2 AFHQ.<sup>12</sup>

While in some instances G-3 functions were increased, in others they were decreased. The decreases occurred mainly when G-3 NATOUSA was made a separate section on 8

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6. This included responsibility for general policy concerning British War Establishments (the equivalent of American Tables of Organization). Memo, ACofS G-3 to G-3 Org, 27 Jan 43 (G-3 AFHQ file: 4/12).

7. AFHQ Staff Memo No 2, 8 Jan 43.

8. Ibid., No 40, 25 May 43, sect III. Cable, AFHQ to WO, 1 Sep 43.

9. AFHQ GO No 35, 25 May 43. Summaries of DCofS Decisions, No 2, 14 Apr 43.

10. Summaries of DCofS Decisions, No 3, 28 July 43. Booklet, AFHQ Organizational Charts, 10 Nov 43, app VII.

11. Ltr, Maj Gen Rooks to Col Dudley Clark, 3 Aug 43 (G-3 AFHQ file: 74/1).

12. See History of AFHQ, II, 296-297.

May 1943. From that time on for the rest of 1943 G-3 NATOUSA was charged with general American G-3 matters concerning defense and training in the Communications Zone and base section areas. Co-ordination between G-3 AFHQ and G-3 NATOUSA, however, was maintained.<sup>13</sup>

c. Organization. The organization of G-3 Section AFHQ as it was in September 1943 is shown by the chart on the next page.<sup>14</sup>

d. Personnel. The authorized personnel of G-3 AFHQ at the date nearest November 1943 were:

<u>OFFICERS</u>					<u>ENLISTED MEN</u>				
Rank	Am		Br		Rank	Am		Br	
	Nov* 42	Nov# 43	OctX 42	Dec@ 43		Nov* 42	Nov# 43	OctX 42	Dec@ 43
Gen &					M/Sgt	1	1		
Col	1	7	2	2	T/Sgt	1	3		
Lt Col	1	8	2	6	S/Sgt	3	4		
Maj	2	8	6	11	Tec 3	2	5		
Capt	7	7	2	9	Sgt			2	6
1st Lt	7	1		1	Tec 4	5	8		
2d Lt		1			Cpl	1		1	6
					Tec 5	3	8		
Totals: 18	32	12	29		Pfc		1	2	6
					Pvt		1	1	21
<u>WARRANT OFFICERS</u>									
CWO		1							
WOJG		1		1					
Totals:		2		1		16	31	6	39
					<u>1942</u>	<u>1943</u>			
Total Americans:					34	65			
Total British :					18	69			
COMBINED TOTALS:					52	134			

13. Enclosure with Memo, Col Jenkins to Gen Noce, 13 Feb 44; Memo, Col Ross to Gen Noce, 14 Feb 44 (G-3 AFHQ file: 38/10).

14. Crane Report, Charts Nos 11-14, 28 Sep 43. See also memo of Col Archibald, 10 Oct 43 (G-3 AFHQ file: 38/10).

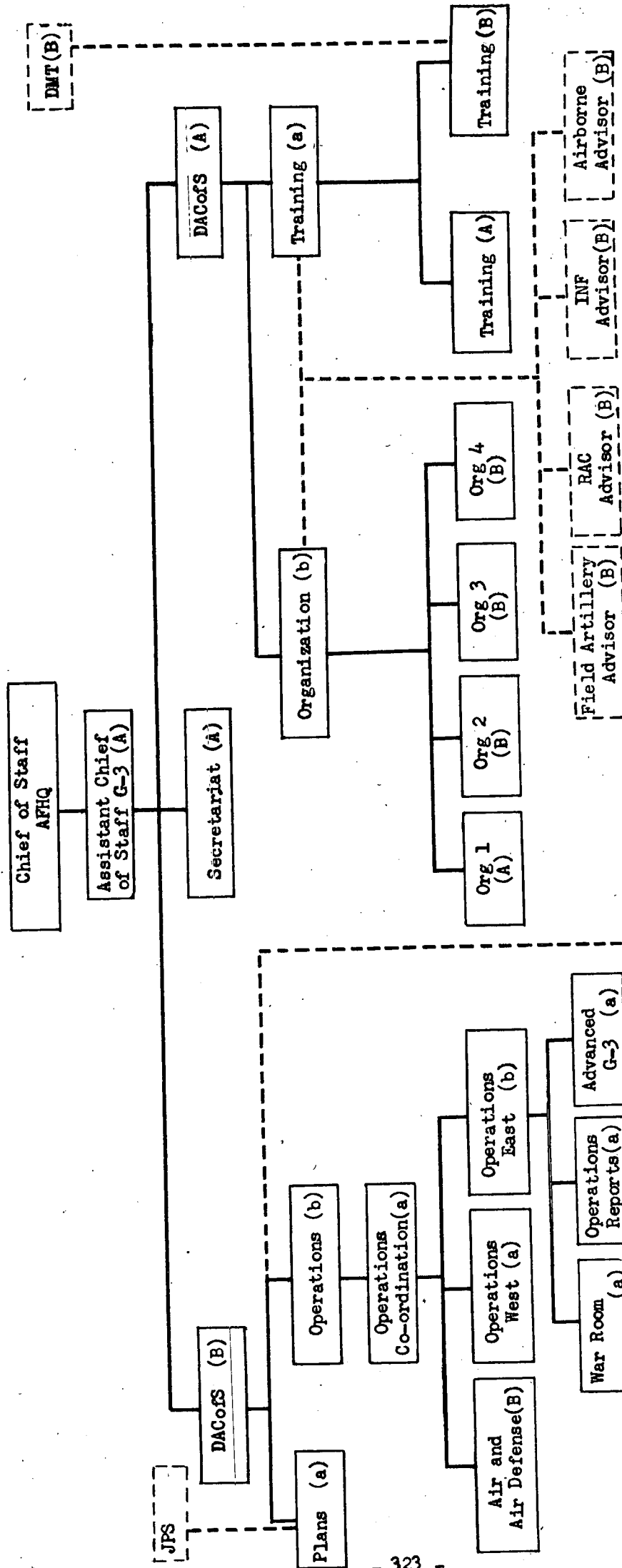
\* On personnel table of AFHQ, 19 Nov 42, in envelope at back of G-1 MTOUSA file: T/O AFHQ Old.

# Authorization AG AFHQ to G-3 AFHQ, 27 Nov 43 (AG AFHQ file: 321-113). This does not include personnel in "A" Force.

x AFHQ WE VIII/374/1, wef 12 Oct 42. This includes 1 Lt Col listed with CofS.

@ AFHQ WE XII/1/4, wef 1 Dec 43.

ORGANIZATION CHART OF G-3 AFHQ  
September 1943



LEGEND:

— Command

--- Line of co-ordination, advice, and/or supervision.

--- Related to, but not an organic part of, G-3 AFHQ.

(A), (B) Entire subdivision is either American or British as indicated.

(a), (b) A mixed subdivision headed by either an American or British officer as indicated.

## 2. G-3 Section NATOUSA

a. Activation. G-3 Section NATOUSA was first constituted with the establishment of Headquarters NATOUSA on 4 February 1943.<sup>15</sup> It consisted of the American component of G-3 AFHQ. On 8 May 1943 it was activated as<sup>16</sup> a section entirely separate from G-3 AFHQ.

b. Assistant Chiefs of Staff G-3 NATOUSA. Brigadier General Lowell W. Rooks (A), ACoS G-3 AFHQ, was also ACoS G-3 NATOUSA from 4 February to 8 May 1943.<sup>17</sup> On the latter date he was relieved of the additional responsibility as ACoS G-3 NATOUSA and was succeeded by Colonel Samuel A. Gibson (A) who continued in that assignment for the remainder of 1943.<sup>18</sup>

c. Functions of G-3 NATOUSA. The principal reason for establishing a separate G-3 section for NATOUSA was to have such a section to take over G-3 functions upon the transfer of AFHQ to some other area located farther forward. Consequently G-3 NATOUSA had the potential responsibility for all normal American G-3 functions.<sup>19</sup> In actual practice, since AFHQ did not move forward in 1943, G-3 NATOUSA merely relieved G-3

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15. NATOUSA GO No 1, 4 Feb 43, sect V.

16. NATOUSA GO No 28, 8 May 43, sect III.

17. Ibid., No 1, 4 Feb 43, sect V and No 28, 8 May 43.

18. Ibid., No 30, 9 May 43.

19. Memo, G-3 Ops AFHQ for Brig Davey, subject: "G-3 Ops Notes," 23 Jan 44, par 39 (G-3 AFHQ file: 38/10). The last part of this paragraph reads as follows: "Hq NATOUSA...has its own G-3 Staff with which we deal very occasionally on such matters as internal security in ABS and MBS; but its other functions, whatever they may be, must inevitably duplicate those of AFHQ to some extent."

AFHQ of a part of its functions.

The plans and operations functions of G-3 NATOUSA  
20  
were:

(1) Co-ordination with G-3 AFHQ concerning all operational matters pertaining to the Communications Zone.

(2) Liaison with French Headquarters on ground defense in the Communications Zone.

(3) Co-ordination with PAD & CD and AA & CD sections on defense matters in the Communications Zone and base section areas.

21  
Its training functions were:

(1) Training of US service and combat troops in the Theater before assignment to field forces.

(2) Issuance of training directives and other War Department training publications for US troops.

(3) Arranging for supply of training ammunition, equipment, and facilities for US troops.

(4) Control and supervision of American training schools and centers except the Invasion and Airborne Training Centers, the Combat Intelligence

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20. Enclosure (Tab B) to Memo, Col Jenkins to Gen Noce, 13 Feb 44 (G-3 AFHQ file: 38/10).

21. Memo, Col Ross to Gen Noce, 14 Feb 44 (G-3 AFHQ file: 38/10).

School, and the Malaria School.

(5) Co-ordination of French training through the Joint Rearmament Committee.

(6) General supervision, only, of PAD training.

The organization functions of G-3 NATOUSA were: <sup>22</sup>

(1) Assignment of US shipping code numbers for inter-Theater and intra-Theater moves.

(2) Preparation of forecasts of American Theater supply buildup.

G-3 NATOUSA did not have the responsibility for <sup>23</sup>controlling movements.

d. Organization. The separate organization of G-3 NATOUSA in September 1943 is shown by the chart on <sup>24</sup>the following page.

e. Personnel. The authorized personnel for G-3 NATOUSA allotted at the nearest date previous to November 1943 is shown in the following table: <sup>25</sup>

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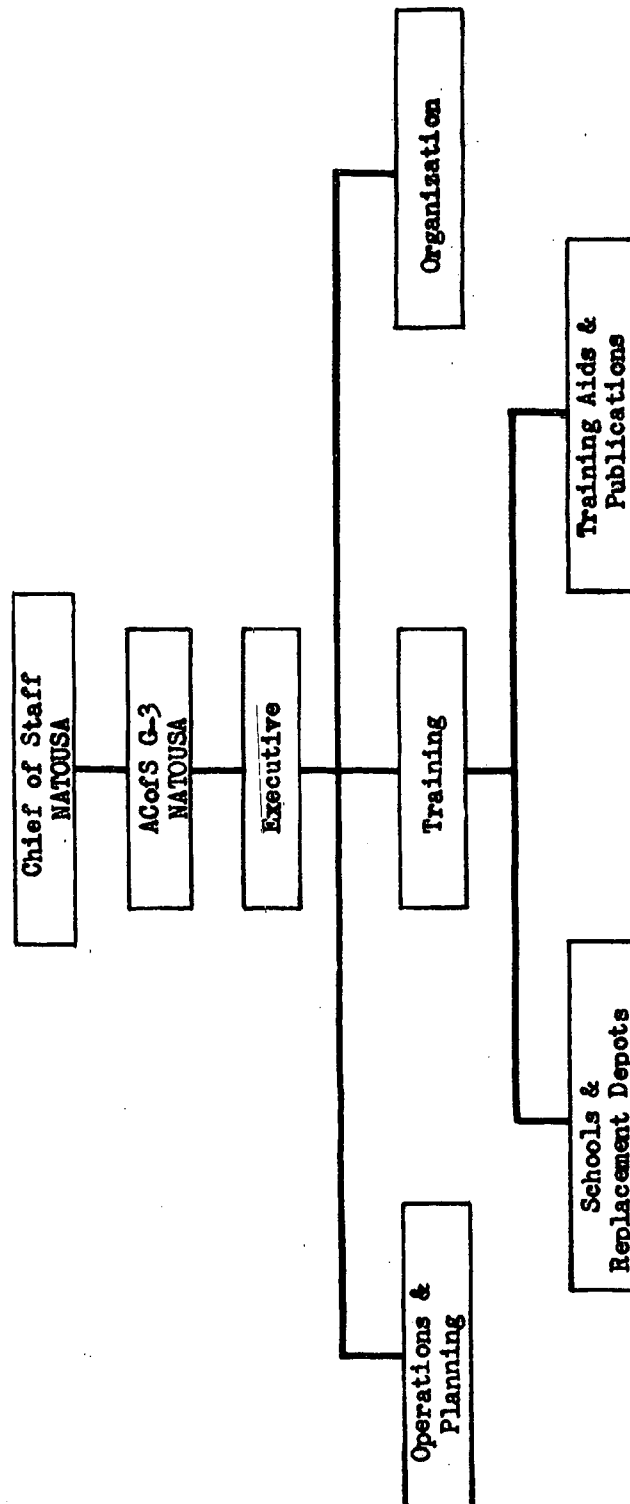
22. Memo, Col Vittrup to Gen Noce, 15 Feb 44 (G-3 AFHQ file: 38/10).

23. Gen Rooks explained on 1 Jan 44: "From the beginning, G-3 AFHQ has been the agency on which the C-in-C has depended to co-ordinate troop movements, establish priorities, and issue the executive movement orders." Memo, G-3 AFHQ to AG AFHQ, 1 Jan 43 (G-3 AFHQ file: 38/10). This view is confirmed by G-3 Ops whose Notes of 23 Jan 44 stated: "By customary practice we issue such instructions as movement orders direct to US base sections with a copy to NATOUSA." G-3 Ops Notes to Brig Davey, 23 Jan 44 (G-3 AFHQ file: 38/10).

24. Crane Report, Chart No 52, 28 Sep 43.

25. AG NATOUSA to G-3 NATOUSA, 30 July 43 (AG NATOUSA file: 321-113).

ORGANIZATION CHART OF G-3 NATOUSA  
September 1943





<u>OFFICERS</u>		<u>WARRANT OFFICERS</u>		<u>ENLISTED MEN</u>	
Rank	Nov 43	Rank	Nov 43	Rank	Nov 43
Col	2	WOJG	1	M/Sgt	1
Lt Col	2			T/Sgt	2
Maj	1			S/Sgt	2
Capt	2			Tec 3	2
1st Lt	1			Tec 4	2
				Tec 5	2
				Pfc	2
				Pvt	2
Totals: 8		1		15	

Total Americans: 24

### 3. The Joint Planning Staff (JPS) AFHQ

a. Establishment. In the period before the invasion of NORTH AFRICA the Combined Planning Staff<sup>26</sup> in Norfolk House had developed the over-all strategic plans for Operation TORCH. Thirteen days after the initial landings a planning meeting was called at GIBRALTAR to consider the "future strategy in the TORCH Theater."<sup>27</sup> Those requested to attend were:

Deputy Assistant Chief of Staff G-3 AFHQ

Chief of Staff of XF (Allied Naval Forces in the Western MEDITERRANEAN)

Assistant Chief of Staff G-4 AFHQ

Assistant Chief of Staff for Air AFHQ

This initiated what was at first called the Future Planning Staff, later called the Joint Planning Staff.<sup>28</sup>

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26. Discussed in History of AFHQ, I, 15-16.

27. Memo, Brig Sugden (DACofS G-3) to CofS XF, ACofS G-4, and ACofS Air, 21 Nov 42 (G-3 AFHQ file: 38/5).

28. Record of JPS Meeting, 29 Dec 42 (G-3 AFHQ file: 38/5).

b. Chairmen of the JPS. The Deputy Assistant Chief of Staff G-3 (Plans) was the Chairman of the JPS. From 21 November 1942 to 23 September 1943 Brigadier C. S. Sugden (B) was Chairman, and for the remainder of 1943 the Chairman was Brigadier G. S. Thompson (B).<sup>29</sup>

c. Functions of JPS. The general functions of the JPS were rather clearly defined on the occasion of a meeting of the French Joint Planners with the JPS on 10 August 1943. In the notes drawn up at that time the following passages explained the responsibilities of the JPS:

Planning for future operations as examined by the Joint Planning Staff with Army, Navy, and Air Force representatives, who submit their recommendations to the Chief of Staff, who obtains the final approval of the various Cs-in-C.

The JPS concerns itself only with strategical planning in the Western Mediterranean Theater, i.e., west of a line joining CORFU to the Tripolitania--Tunisia frontier.

For any operations which it examines it may form a first outline plan, but only with a view to showing a possible way in which the operation might be conducted.

The JIC (Joint Intelligence Committee) supplies the JPS with information on the enemy forces.

The various sections of the Staff of AFHQ, including the Allied Liaison Section, supply information as to the state of training, equipment, and reinforcement of Allied Forces. The naval and air staff members supply information on their respective services.

On the basis of this information the JPS

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29. Ibid. See also memo of Brig Thompson DACofS G-3 to ACofS G-3, 11 Nov 43 (G-3 AFHQ file: 38/5). WO Auth MS1/1/3116, 17 Sep 43.

estimates whether sufficient forces are available for any particular operation.

No detailed planning is carried out by AFHQ.<sup>30</sup>

d. Composition and Organization of JPS.

The organization, membership, and duties of this JPS parallel closely those of the JPS in the CCS (Combined Chiefs of Staff) organization except that its recommendations are processed through G-3 AFHQ to the C-in-C.<sup>31</sup>

The latter definitive composition of the JPS AFHQ, in addition to the DACofS G-3 as Chairman and another officer as Secretary, consisted of representatives from the Naval Staff of C-in-C Mediterranean (2), from G-3 AFHQ (4), from the Air Staff of MAC (2), from Logistical Plans (1), and from G-2 AFHQ (1).<sup>32</sup> The organization of the JPS AFHQ and its relations with other organizations<sup>33</sup> are shown by the chart on the next page.

4. Executive Planning Section (EPS) AFHQ

a. Establishment. The British Joint Planning Organization in LONDON included an Executive Planning Section (EPS),<sup>34</sup> but until the middle of 1943 no corresponding body existed in the AFHQ organization. The corresponding EPS functions at AFHQ had been performed

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30. Notes for JPS Meeting with French Joint Planners, 10 Aug 43 (G-3 AFHQ file: 38/5).

31. Cable No W6285, AFHQ to WD, 1 Aug 43. See also AFHQ Organizational Charts (booklet), 10 Nov 43, par 15 and 23.

32. See footnotes 30 and 31 above.

33. Crane Report, Chart No 16, 28 Sep 43. AFHQ Organizational Charts (booklet), 10 Nov 43, app IX. See also footnote 30 above.

34. Instructions from the CCS, 33rd Meeting, 25 July 42. Also see History of AFHQ, I, 16.

largely by the Daily Ops Meetings of G-3.<sup>35</sup> On 14 June 1943, however, Brigadier C. S. Sugden (B) proposed the establishment of an EPS AFHQ to overcome:

the difficulties of planning future operations with administrative sections which were already fully occupied with executive work in connection with current or imminent operations.<sup>36</sup>

This proposal was considered favorably by the Chief of Staff's Conference on the following day, and the EPS at AFHQ was established on 17 June 1943.<sup>37</sup>

b. Chairman of the EPS AFHQ. As Assistant Chief of Staff G-3 AFHQ, Major General Lowell W. Rooks (A) was Chairman of EPS. However, the permanent Chairman frequently deputized another officer to preside over the EPS meetings as Acting Chairman.<sup>38</sup>

c. Functions of EPS AFHQ. The functions of the Executive Planning Section were to implement the broad outlines of future strategic plans as prepared by the JPS of AFHQ by:

(1) Bringing the various AFHQ staff sections into the picture in order to obtain more details for the preparation of tactical plans.

(2) Co-ordinating the tactical planning between the task forces and between them and

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35. Record of Meeting of JPS AFHQ, 29 Dec 42.

36. Notes on CAO Conf No 113, 14 June 43, par 1268 (AG AFHQ file: 337-302).

37. Min of the CofS Conf No 65, 15 June 43, par 3 (SGS AFHQ file: CofS Conf). AFHQ Staff Memo No 49, 17 June 43.

38. AFHQ Staff Memo No 49, 17 June 43: AFHQ GO No 27, 14 Dec 42.

39

the AFHQ staff sections.

d. The Composition of EPS AFHQ. The EPS was always to have representatives of the following AFHQ staff sections:

G-2	AA & CD
G-3	C-in-C Mediterranean
G-4 (American)	MAC
G-4 (British)	Liaison Section
G-4 (Mov & Tn)	Signal Section

Other sections were to designate officers as representatives who might be called to meetings when occasion required. While all members were normally to be also members of particular staff sections, they were not to be assigned to duties which would prevent their attendance at EPS meetings. Representatives of the task force commanders concerned in any forthcoming operations were also to be members during the detailed and tactical planning period of those operations.

5. Antiaircraft and Coast Defense Section AFHQ--NATOUA

a. Changes in Chief of Section. Colonel Aaron Bradshaw, Jr. (A) remained the Antiaircraft Officer AFHQ until the appointment of Major General R. B. Pargiter (B) as Major General, Antiaircraft and Coast Defense (MG, AA & CD) on 16 February 1943 when Colonel Brad-

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39. Notes for JPS Meeting with the French Joint Planners, 10 Aug 43 (G-3 AFHQ file: 38/5). See also AFHQ Staff Memo No 49, 17 June 43; and Crane Report, Chart No 16, 28 Sep 43.

40. See footnote 39 above.

41. Ltr, Gen Pargiter to Camp Comdt, 22 Mar 43 (AA & CD AFHQ file: 210.604).

shaw became Deputy to MG, AA & CD. General Pargiter continued in this assignment throughout the remainder of 1943. The senior American officer in the Section held the additional assignment of Chief of the AA & CD Section NATOUSA from 4 February 1943.<sup>42</sup> The Antiaircraft Section, NATOUSA was officially constituted on 8 May 1943,<sup>43</sup> but the duties were performed by the American component of the integrated AA & CD Section AFHQ.

b. Changes in Functions. Prior to and during the North African invasion period the Antiaircraft Officer AFHQ acted in an advisory capacity, since the commanders of the task forces were responsible for the antiaircraft and coast defense measures which were required in their own areas.<sup>44</sup> The rapid success of the invasion, however, necessitated the co-ordination of Army, Navy, and Air Force activities for the protection of the Theater as a whole. The Chief of Staff, therefore, directed that an Antiaircraft and Coast Defense Committee should be established to study and recommend action for the allocation of:<sup>45</sup>

- (1) Fighter aircraft to ports and escort duties.
- (2) Detection and warning devices.
- (3) Defenses to ports, airdromes, and task forces.
- (4) Provision of coastal defenses.

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42. NATOUSA GO No 1, 4 Feb 43.

43. NATOUSA GO No 28, 8 May 43.

44. AFHQ Ops Memo No 12, 28 Sep 42.

45. Memo, ACoS G-3 to AA Officer, 12 Dec 42 (AA & CD AFHQ file: 334.8).

The Committee, which held its first meeting on 13 December 1942, was headed by G-3 AFHQ with representatives from the Naval and Air staffs, the Antiaircraft<sup>46</sup> and Coast Defense Section, and the Signal Section.

Representatives of other sections were sent when necessary, and a representative from the French antiaircraft<sup>47</sup> forces was included in August 1943.

An operational memorandum of 7 March 1943 designated the MG AA & CD AFHQ as the Chief Advisor to the Commander-in-Chief and the co-ordinating authority on all<sup>48</sup> matters of AA & CD policy and made him responsible for:

(1) Fixed coast defense of ports under British control and the supervision of plans prepared for each port to be defended in close co-operation with the French, naval, and air commanders concerned.

(2) Operational supervision of anti-aircraft defenses in the British Line of Communication area.

The Commanding General 5th Army was responsible for antiaircraft and coast defense in areas controlled by American forces.

The above memorandum was revised after the conquest of TUNISIA and SICILY to keep it in accordance with the altered circumstances. The main changes were as follows:<sup>49</sup>

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46. Ibid. See also Min of AA & CD Committee.

47. Ltr, AG AFHQ to Gen Puig (F), 11 Aug 43 (SGS, AFHQ file: 312-22).

48. AFHQ Ops Memo No 12, revised to 7 Mar 43.

49. AFHQ Ops Memo No 12, revised to 13 Aug 43.

(1) The AA & CD Committee was designated the co-ordinating authority on all matters of antiaircraft and coast defense policy.

(2) The MG AA & CD became responsible for:

(a) Operational supervision, through his subordinate AA brigade commanders, of the antiaircraft defenses in NORTH AFRICA and in Air Defense sectors in the rear of the 15th Army Group, when they had been organized.

(b) Fixed coast defense of NORTH AFRICA, and for the progressive assumption of the responsibility for specified ports and coastlines in the rear of the 15th Army Group at times and dates mutually arranged between AFHQ and GHQ 15th Army Group. In this connection he supervised, in close co-operation with the naval and air commanders concerned and in NORTH AFRICA with the French authorities, the preparation of plans for the defense of ports and coastline. The Commander of 201 Fixed Defense RA was under the command of the MG AA & CD for these duties.

The responsibility for the antiaircraft defense of enemy-occupied territory was taken over by the MG AA &



CD on the following dates:

SICILY and STRAITS OF MESSINA 23 September 1943

Southern ITALY (No 2 District) 24 October 1943

CORSICA and SARDINIA 5 November 1943

Additional duties performed by the AA & CD Section,  
in relation to antiaircraft and coast defense matters,  
51  
were:

(1) Liaison with other services, War Office, War Department, and MIDDLE EAST.

(2) Preparation of plans for future operations and preparation of orders of battle.

(3) Issuance of orders in connection with movements, restricted flying areas, and engagement of targets by guns and searchlights.

(4) Collation and dissemination of intelligence.

(5) Formulation of policy for training and distribution of training and technical instructions.

(6) Formulation of policy for provision of equipment and preparation and review of technical reports.

(7) Submission of proposed war establishments and tables of organization.

c. Changes in Organization. The official designation of the Section was changed from Antiaircraft Sec-

50. Min of AA & CD Com AFHQ, No 50, 21 Sep 43; No 54, 19 Oct 43; No 56, 5 Nov 43.

51. Crane Report, Chart No 19, 28 Sep 43.

tion AFHQ to Antiaircraft and Coast Defense Section AFHQ  
on 17 July 1943.<sup>52</sup> There were no changes in the basic  
organization of the integrated AA & CD Section during  
1943, but separate subsections were formed to deal with  
training, plans, and organization. A chart of the or-  
ganization of the Section in September 1943 is shown on  
the following page.<sup>53</sup>

d. Personnel. The authorized personnel for the AA  
& CD Section at the dates nearest to November 1943 are  
shown in the following table:

<u>OFFICERS</u>					<u>ENLISTED MEN</u>				
Rank	Am		Br		Rank	Am		Br	
	Nov*	Nov#	Oct <sup>x</sup>	Dec@		Nov*	Nov#	Oct <sup>x</sup>	Dec@
	42	43	42	43		42	43	42	43
Maj Gen				1	M/Sgt	1	1		
Brig Gen		1		1	T/Sgt		2		
Col	2	1			S/Sgt		1		1
Lt Col		2	1	1	Tec 3	1			
Maj		2	1	4	Cpl				2
Capt				2	Tec 5		5		
1st Lt		1			Pvt				1
Totals:	2	7	2	9					
<u>WARRANT OFFICERS</u>									
WOJC		1		3					
Totals:		1		3		2	9		4
						<u>1942</u>	<u>1943</u>		
						Total Americans:	4	17	
						Total British :	2	16	
						COMBINED TOTALS:	6	33	

52. Memo MG AA & CD to G-1 (B), 17 July 43. (AA  
& CD AFHQ file: Personnel).

53. Ibid.

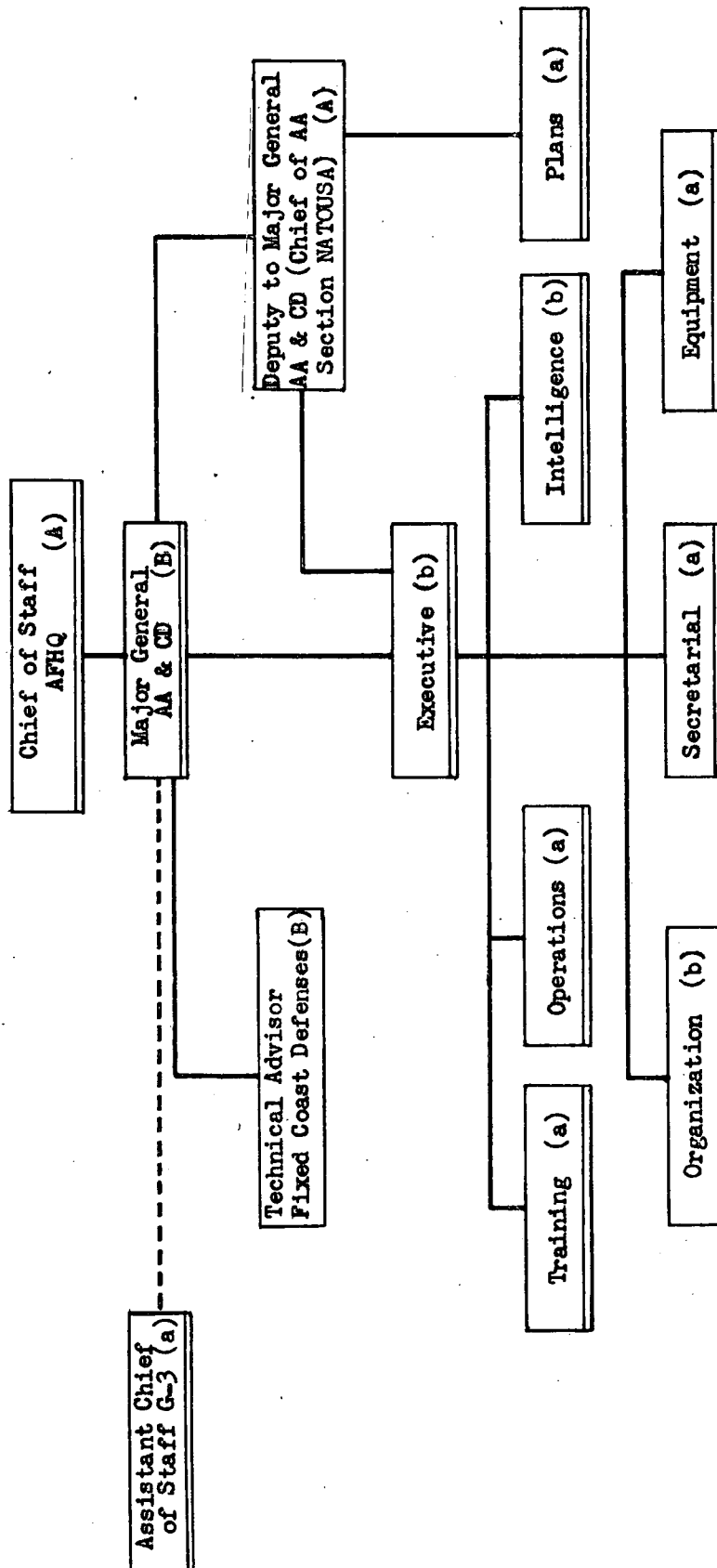
\* Personnel table, 19 Nov 42, (in envelope at  
back of G-1 NATOUSA file: T/O AFHQ Old).

# Memo, G-1 to AG AFHQ, 21 July 43, T/O AA & CD  
Section (G-1 NATOUSA file: AA & CD).

x WE VIII/374/1, wef 12 Oct 42 (included under  
Artillery).

@ WE XII/1/4, wef 1 Dec 43 (AG AFHQ file: 321-1  
(AFHQ)).

ORGANIZATIONAL CHART OF THE ANTI-AIRCRAFT AND COAST DEFENSE SECTION AFHQ-NATOUISA  
September 1943



**LEGEND:**  
 Command  
 Co-ordination  
 Letters a or b in boxes indicate the nationality of the head of the subsection.  
 Letters A or B in boxes indicate the entire office or subdivision is American or British.  
 Double lines underneath boxes indicate that the subsection had been established in 1942.

6. British Military Training Directorate AFHQ

a. Activation. The British Military Training Directorate (BMTD), which was formed from the British Training Group, Hq 18th Army Group, was established on 18 May 1943 as a subsection of G-3 AFHQ but with its own separate headquarters at AIN-EL-BEY, ALGERIA. <sup>54</sup>

b. Director. Brigadier A. G. Kenchington (B), who had been Brigadier, Training, Hq 18th Army Group, was appointed the Director of British Military Training on 20 May 1943 and continued in that assignment for the remainder of 1943. <sup>55</sup>

c. Functions. The BMTD was responsible to two separate authorities: (1) to ACoFS G-3 AFHQ, (2) to Director of Military Training, War Office (DMT WO). A clear division of these duties was contained in AFHQ Training Memorandum No 41 as follows: <sup>56</sup>

(1) Under the orders of ACoFS G-3 the Director supervised the training of British troops in the Theater including:

(a) Allotment of training facilities or priorities ordered by the C-in-C.

(b) Establishment, policy, and supervision of British schools and

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54. DCoFS Decisions AFHQ, 14 Apr 43. Memo AG AFHQ to All Concerned, 19 May 43 (G-3 AFHQ file: 76/14). AFHQ GO No 35, 25 May 43.

55. DCoFS Decisions AFHQ, 14 Apr 43. AFHQ Memo No 35, 25 May 43. WO Auth 5467/MS, 25 May 43.

56. AFHQ Trng Memo No 41, 15 July 43.

courses of instruction.

(c) British combined training, including the Combined Training Center.

(d) Provisions and maintenance of ranges and training areas for British troops.

(e) Allotment of training equipment and training ammunition for British troops.

(f) Supervision of the training work of the brigadiers of RAC, RA, Infantry, and Airborne Forces and acting as intermediary between them and the ACofS G-3 on training matters.

(2) As the representative, at AFHQ, of the Director of Military Training, War Office, the BMTD was responsible for:

(a) Training British troops in this theater in accordance with the directives issued by DMT WO.

(b) Collecting and forwarding, through ACofS G-3 to DMT WO, lessons and recommendations concerning British training and organization.

(c) Forwarding the regular liaison letters required by the DMT WO, subject to control by ACofS G-3.

Liaison with the American Training Section of AFHQ was maintained by G-3 Training (B) under the supervi-

sion of the Director of British Military Training.

d. Organization. A chart of the organization of the British Military Training Directorate in November 1943 is shown on the next page.<sup>58</sup>

e. Personnel. The following table shows the authorized personnel of the British Military Training Directorate in November 1943.

<u>OFFICERS</u>		<u>WARRANT OFFICERS</u>		<u>OTHER RANKS</u>	
Rank	Nov* 43	Rank	Nov* 43	Rank	Nov* 43
Brig	1	WO II	1	Sgt	17
Col	1			Cpl	3
Lt Col	5			L/Cpl	1
Maj	6			Pte	24
Capt	4				
1st Lt	2				
Totals:	19		1		45

Total British: 65

## 7. Field Artillery Section AFHQ--NATOUSA

a. Activation. The Field Artillery Section (Fld Arty) AFHQ was constituted and activated by a general order on 3 August 1943.<sup>59</sup> The Section, however, did not become a combined American and British section until the British Headquarters, Royal Artillery, was transferred to it on 14 September 1943.<sup>60</sup>

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57. AG AFHQ ltr to All Concerned, 2 Aug 43 (AG AFHQ file: 321-3 GCT-AGM).

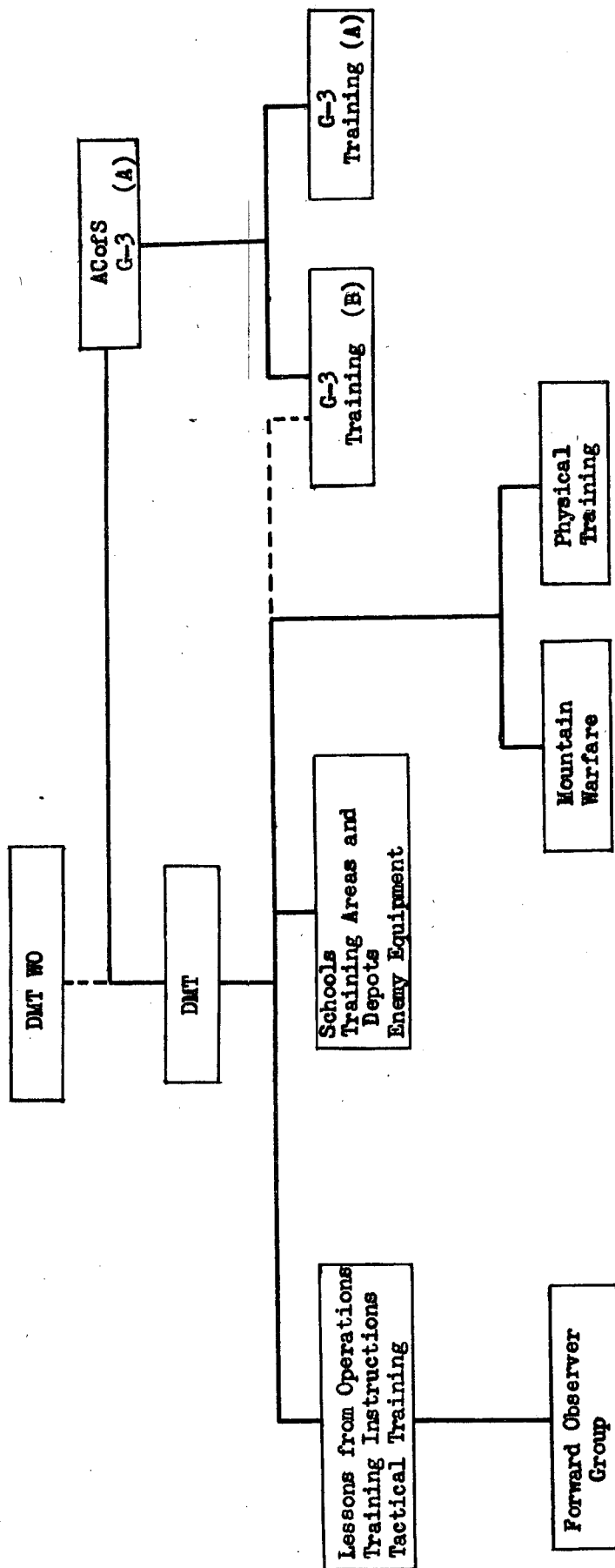
58. Chart supplied by BMTD, 20 Feb 45. Crane Report, Chart No 14, 28 Sep 43.

\* WE NA/65/2 and Amendt No 1, 30 Sep 43.

59. AFHQ GC No 43, 3 Aug 43.

60. AFHQ GC No 54, 14 Sep 45.

ORGANIZATIONAL CHART OF BRITISH MILITARY TRAINING DIRECTORATE AFHQ  
November 1943



LEGEND:

— Command

- - - Co-ordination

(A), (B) Indicate the nationality of the personnel of the subsection, boxes not marked were purely British.

b. Chief of Field Artillery Section AFHQ. Brigadier General William C. Crane (A) was appointed Chief<sup>61</sup> of the Field Artillery Section AFHQ on 3 August 1943. In addition to his other duties in G-3 Section he was Chief of the Field Artillery Section NATOUSA from 3 August<sup>62</sup> until 14 September 1943. He was succeeded as Chief of the joint Field Artillery Section AFHQ by Brigadier E. G. W. W. Harrison (B), Brigadier RA AFHQ,<sup>63</sup> and as Chief of the Field Artillery Section NATOUSA by Colonel Carl C. Bank (A) on 14 September 1943.<sup>64</sup> Both officers continued in those assignments for the rest of the year. Brigadier Harrison was promoted to the rank<sup>65</sup> of major general on 4 December 1943.

c. Functions. The duties of the Field Artillery Section were defined as follows in the order which constituted the Section:<sup>66</sup>

(1) Collection and collation of information concerning field artillery matters.

(2) Advice to the staff on all matters relating to the provision and use of field artillery.

(3) Inspection and supervision of the training of all field artillery units in the Theater.

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61. AFHQ GO No 43, 3 Aug 43.

62. NATOUSA GO No 1, 4 Feb 43.

63. AFHQ GO No 54, 14 Sep 43.

64. NATOUSA GO No 1, 4 Feb 43; WD ltr 4 Sep 43 (AG AFHQ file: 201-Bank). Statement by Maj Raymond (A), Fld Arty Sect AFHQ, 26 Mar 45.

65. London Gazette, 21 Dec 43.

66. AFHQ GO No 43, 3 Aug 43.



Hq RA had been responsible for advising the staff sections and services on British artillery matters since its formation on 16 May 1943.<sup>67</sup> Additional duties which devolved on the Field Artillery Section with the inclusion of Hq RA were:<sup>68</sup>

(1) Duties as above in relation to British corps and divisional light antiaircraft units.

(2) Advice on administrative and organizational matters pertaining to British artillery units.

d. Organization. The Field Artillery Section was a combined section with parallel American and British subdivisions under one chief. A chart of the organization which Brigadier Harrison proposed in September 1943<sup>69</sup> is shown on the next page.

e. Personnel. The personnel authorized for the Field Artillery Section in November 1943 is shown in

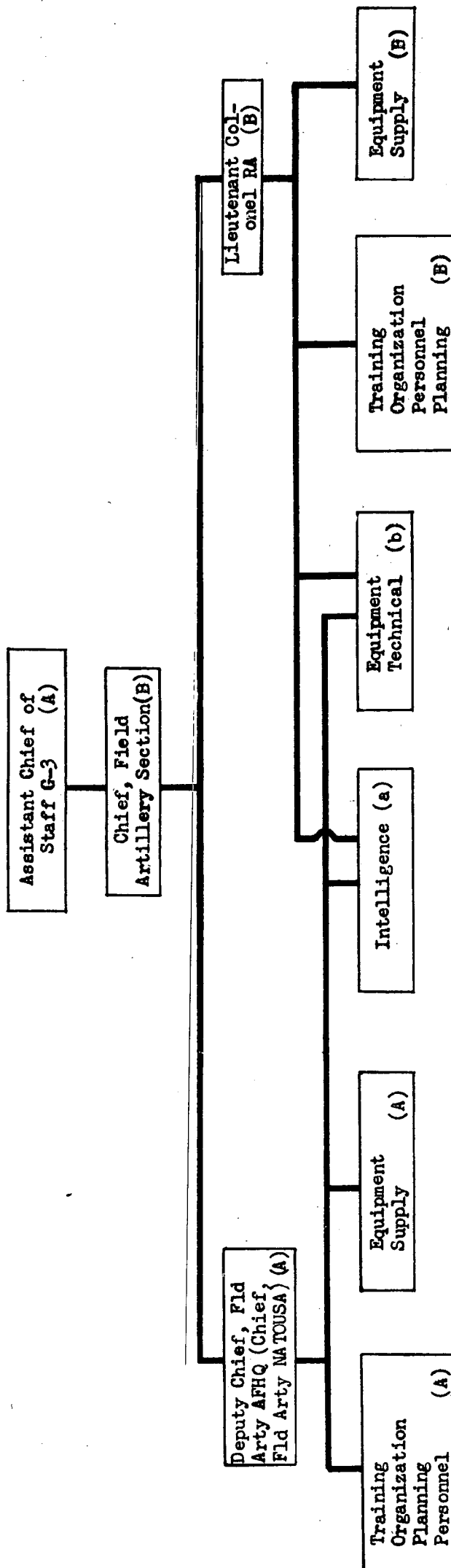
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67. AFHQ Staff Memo No 40, 25 May 43. AFHQ WE Com Mtg No 23, 27 May 43.

68. Memo, Gen Harrison to CofS, 2 Feb 44 (G-3 Org AFHQ file: 427).

69. Ltr, Brig RA to DACofS G-3, 12 Sep 43 (FA AFHQ file: 322.204).

ORGANIZATIONAL CHART OF FIELD ARTILLERY SECTION AFHQ-NATOUISA  
September 1943



LEGEND: Command  
(A), (B) Indicate nationality of entire subsection  
(a), (b) Indicate nationality of head of subsections serving both Americans and British.

the table below:

<u>OFFICERS</u>			<u>ENLISTED MEN</u>		
	Am*	Br#		Am*	Br#
Rank	Nov	Nov	Rank	Nov	Nov
	43	43		43	43
Gen &			S/Sgt	1	1
Col	1	1	Tec 3	1	
Lt Col	1	1	Sgt		1
Maj	2	3	Tec 4	3	
Capt	2	2	Cpl		1
1st Lt	1		Tec 5	3	
			Pfc		3
			Pvt		1
Totals:	7	7		8	7

Total Americans: 15

Total British : 14

COMBINED TOTAL : 29

8. Headquarters Royal Armoured Corps (British) AFHQ

a. Activation. Headquarters Royal Armoured Corps (RAC) was activated by the appointment of the Brigadier Hq RAC, on 16 May 1943<sup>70</sup> and was officially constituted when the War Establishment Committee approved a war es-<sup>71</sup>tablishment for it with effect from the same date.

b. Advisor RAC. Brigadier C. A. L. Dunphie (B) was assigned as Brigadier Hq RAC and Advisor RAC on 16 May 1943.<sup>72</sup> He was succeeded in June 1943 by Brigadier H. R. B. Watkins (B) who continued as Advisor RAC for

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\* Ltr, Hq Comd to FA Sect AFHQ, 16 Oct 43 (NATOUA AG file: 200.3/171).

# WE NA/83/2, wef 12 Aug 43 (HQ RAC, RA & INF).

70. D/MS Records (C. A. L. Dunphie), Auth G-1/B/5463/MS, 1 June 43.

71. AFHQ WE Com Mtg No 23, 27 May 43.

72. See footnote 70 above.

73  
the rest of 1943.

c. Functions. The Brigadier Hq RAC was the advisor to the British staff branches and services at AFHQ on all matters connected with the Royal Armoured Corps and was responsible for:

- (1) Making recommendations on policy.
- (2) Taking immediate advantage of lessons learned in battle.
- (3) Facilitating research concerning the equipment and organization of RAC units.
- (4) Supervising RAC training.
- (5) Ensuring considered recommendations as to future developments.
- (6) Making frequent visits to formations and units.

Hq RAC were authorized to communicate directly with their corresponding branches at the War Office and in other theaters in the exchange of views on minor technical matters and in a consultative capacity. Recommendations affecting policy were issued by AFHQ. In order to limit the number of channels of communication through the ACoS G-3, correspondence from Hq RAC was passed:

- (1) On matters concerning equipment and unit organization through G-3 Organization Subsection.
- (2) On matters pertaining to training through the British Military Training Direc-

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73. Statement by Maj Roberts, Hq RAC, 22 Feb 45.

74. AFHQ Staff Memo No 40, 25 May 43.

75. Ibid.

76. Ibid.

torate and thence through G-3 Training Sub-section.

Although not located at AFHQ, Hq RAC was part of the G-3 Section and worked under the direction of the ACoFS  
77  
G-3.

d. Organization. A chart of the organization of Hq RAC as it was in November 1943 is shown on the next  
78  
page.

e. Personnel. A comparison of the personnel authorized for Hq RAC in November 1943 and those attached to AFHQ for RAC matters in October 1942 is shown in the table below. The figures for 1943 include one lieutenant colonel and one major attached from the British Ministry of Supply.

<u>OFFICERS</u>			<u>OTHER RANKS</u>		
Rank	Oct* 42	Nov# 43	Rank	Oct* 42	Nov# 43
Brig		1	S/Sgt		1
Lt Col		2	Cpl	1	1
Maj	1	3	L/Cpl		1
Capt		1	Pte	1	4
Totals:	1	7		2	7

Total British 1942: 3  
Total British 1943: 14

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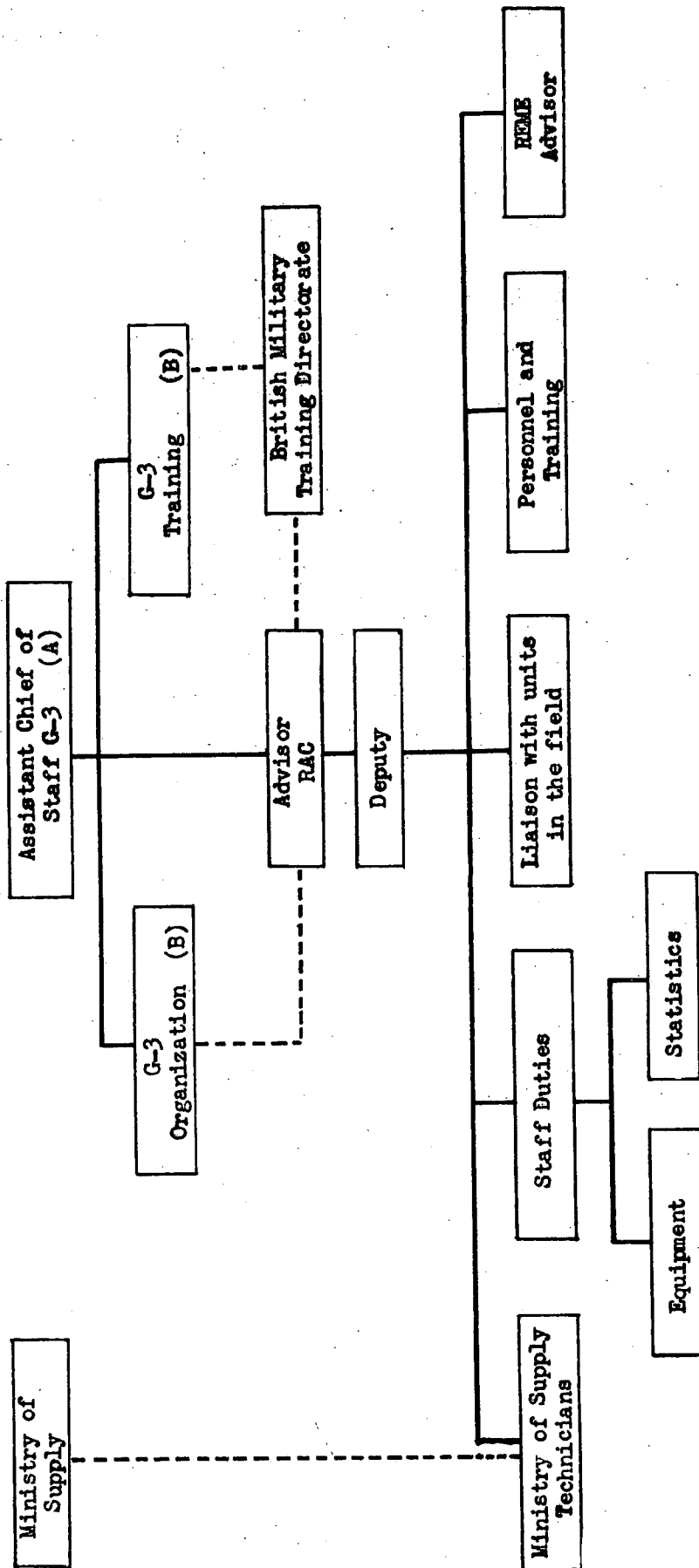
77. Ibid.

78. See footnote 73 above.

\* WE VIII/374/1, wef 12 Oct 42.

# WE NA/83/2, wef 12 Aug 43 (Hq RAC, RA & Infantry).

ORGANIZATIONAL CHART OF HEADQUARTERS ROYAL ARMoured CORPS (BRITISH) AFHQ  
November 1943



**LEGEND:**  
 — Command  
 - - - - Channels of Communication

9. Headquarters Infantry (British) AFHQ

a. Activation. Headquarters Infantry was officially constituted when a war establishment for it was approved on 27 May 1943 and made retroactive to 16 May 1943.<sup>79</sup>

b. Brigadier Infantry. Brigadier R. C. J. Chester-Constable (B) was appointed Brigadier Infantry, the AFHQ advisor on infantry matters, on 31 May 1943 and continued in this assignment for the rest of 1943.<sup>80</sup>

c. Functions. Hq Infantry was formed to make detailed studies of and advise on all matters affecting British infantry in the Theater. It was responsible for:<sup>81</sup>

(1) Making recommendations regarding:

(a) The British organizations of infantry, support, motor reconnaissance (not armoured reconnaissance) units, and GHQ Liaison Regiment.

(b) The design and development of British infantry weapons and carriers.

(2) Taking immediate advantage of lessons learned in battle.

(3) Maintaining liaison with the British Military Training Directorate in regard to British infantry training.

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79. AFHQ WE Com Mtg No 23, 27 May 43.

80. WO Auth 3720/MS, 23 May 43.

81. AFHQ Staff Memo No 40, 25 May 43. Memo, Brig Infantry to G-3 Org, 9 Aug 43 (G-3 Org AFHQ file: 427).

(4) Making frequent visits to British formations and units.

Hq Infantry issued the first of a series of Progress Bulletins on 4 September 1943. These bulletins, which were distributed down to lieutenant colonels' commands, had the following objects:

(1) To provide a readily available summary of decisions regarding British infantry organization and equipment.

(2) To indicate, where necessary, the reasons for such decisions.

(3) To give advanced information on future policy and to seek guidance regarding such policy.

The Headquarters was authorized to communicate directly with their corresponding branches at the War Office and in other theaters in the exchange of views on technical matters and in a consultative capacity, but all recommendations affecting policy were issued by AFHQ. Hq Infantry formed part of G-3 and worked under the direction of the ACofS G-3, but in order to limit the channels of communications with the ACofS G-3 correspondence was passed:

(1) On matters concerning equipment and unit organization, through G-3 Organization Subsection.

(2) On matters pertaining to training,

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82. Progress Bulletin (Inf) No 1, 4 Sep 43 (SGS AFHQ file: 400-2 (P)).

83. AFHQ Staff Memo No 40, 25 May 43.

84. Ibid.



through the British Military Training Directorate and thence through G-3 Training Sub-section.

d. Organization. A chart of the organization of Hq Infantry in November 1943 is shown on the next page. <sup>85</sup>

e. Personnel. The personnel authorized for Hq Infantry in November 1943 are shown in the table below:

<u>OFFICERS</u>		<u>OTHER RANKS</u>	
<u>Rank</u>	<u>Nov* 43</u>	<u>Rank</u>	<u>Nov* 43</u>
Brig	1	Sgt	1
Lt Col	1	Cpl	1
Maj	2	Pte	3
Capt	2		
Totals:	6		5

Total British: 11

#### 10. Headquarters Airborne Forces (British) AFHQ

a. Activation. Major General F. A. N. Browning (B), Major General of British Airborne Troops, acted as advisor to AFHQ and Headquarters 15th Army Group for the invasion of SICILY and, before returning to the UNITED KINGDOM, he recommended that a British airborne <sup>86</sup> forces staff should be organized at AFHQ. As a result

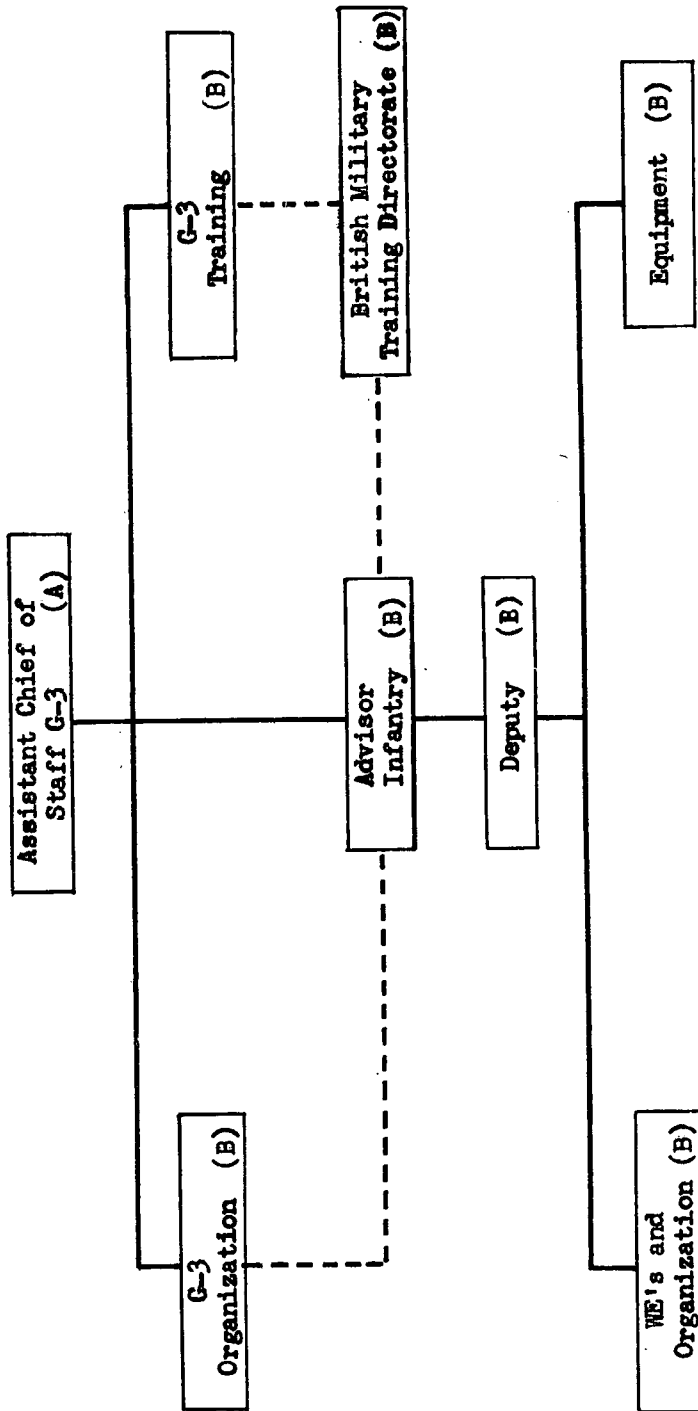
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85. Memo, Brig Infantry to G-3 Org, 9 Aug 43 (G-3 Org AFHQ file: 427).

\* WE NA/83/2, wef 12 Aug 43 (HQ RAC, RA & Inf).

86. Statement by Maj Gartell, 5th Airborne Div (Plans) AFHQ, 18 Feb 45. Memo Gen Browning to ACofS G-3, 20 July 43 (5th Airborne Div (Plans) AFHQ file: 215/1/AQ).

ORGANIZATIONAL CHART OF HEADQUARTERS INFANTRY (BRITISH) AFHQ  
November 1943



LEGEND:  
 --- Command  
 - - - - - Communication  
 (A), (B) Offices, sections, or subsections which are entirely American or British.

of this recommendation a war establishment was authorized for Headquarters Airborne Forces, and personnel<sup>87</sup> were assigned to it with effect from 24 August 1943.

b. Chiefs of Section. Brigadier O. L. Jones (B), who was appointed Brigadier Headquarters Airborne Forces on 24 August 1943, continued in this position until he<sup>88</sup> was transferred to INDIA on 10 December 1943. Lieutenant Colonel H. O. W. Wright (B) was the Chief of the<sup>89</sup> Section for the remainder of the year.

c. Functions. Hq Airborne Forces was responsible for the general, but unpublished, mission of advising the staff sections at AFHQ on matters pertaining to British airborne forces and in this connection had the<sup>90</sup> following duties:

(1) Administrative work for 2d Independent Paratroop Brigade Group, dealing with personnel, recruiting, and equipment. The Section also acted as the channel between the Brigade Group and all branches of AFHQ.

(2) Tactical appreciations concerning British airborne forces in the Theater.

(3) Co-ordination of British supply dropping arrangements in the Theater.

(4) Advice to Q (AE) on RAF supply drop-

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87. WE NA/131/1, 24 Aug 43.

88. WO Auths 5430/19/MS, 13 Sep 43; 806/MS, 8 Dec 43.

89. Statement by Maj Gartell, 5th Airborne Div (Plans) AFHQ, 18 Feb 45.

90. Report by Maj Mulcahy (A) to C-in-C AFHQ, 11 Mar 43; Memo Lt Col Phelps to G-3 Org AFHQ, 16 May 43 (5th Airborne Div (Plans) AFHQ file: 215/1/AQ).

ping equipment and special airborne equipment.

(5) Co-ordination and dissemination of information from UNITED KINGDOM, INDIA, and MIDDLE EAST and from branches of SOM on any of the above subjects.

(6) Advice concerning British airborne planning, in collaboration with other AFHQ sections, to any task force planning future operations.

d. Organization. A chart of the organization of Hq Airborne Forces in November 1943 is shown on the next page.

e. Personnel. The following table shows the personnel authorized for Hq Airborne Forces on 1 November 1943.

<u>OFFICERS</u>		<u>OTHER RANKS</u>	
<u>Rank</u>	<u>Nov*</u> <u>43</u>	<u>Rank</u>	<u>Nov*</u> <u>43</u>
Brig	1	S/Sgt	1
Lt Col	2	Cpl	3
Maj	4	L/Cpl	1
1st Lt	2	Pte	16
Totals:	9		21

Total British: 30

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91. See footnote 89 above.

\* WE NA/131/2, wef 24 Aug 43 (5 Airborne Div (Plans) AFHQ file: 1215/1/AQ).

ORGANIZATIONAL CHART HEADQUARTERS AIRBORNE FORCES (BRITISH) AFHQ  
November 1943

